SCIENCE NORTH SCIENCE NORD

An agency of the Government of Ontario

2014-15 Business Plan

FINAL

(February 3, 2015)

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Executive Summary

In March 2014 Science North will complete the first year of its 2013-18 Strategic Plan, a solid plan developed with extensive input from internal and external stakeholders. The organization is strongly focused on the achievement of Science North's new Vision, Purpose, three Strategic Priorities and related goals.

In keeping with our new Strategic Plan, Science North's business plan has a strong focus on delivering top-notch science experiences, great customer service, and building a sustainable change culture and financial stability. Our long-term Vision is to be the leader among science centres in providing inspirational, educational and entertaining science experiences. Our Purpose, what motivates our workforce day-to-day, is to inspire people of all ages to be engaged with the science in the world around them.

This business plan provides an overview of the Centre's projections to the end of the 2013-14 fiscal year, as well as planned activities for the 2014-15 fiscal year. Science North also conducted comprehensive internal and external environmental scans that have been used to inform our business planning and those are included in this business plan.

2013-14 Review and Highlights

Some of the highlights of 2013-14 include the following:

Science North has continued to focus on offering great science experiences to all of Northern Ontario, whether through outreach programs, at our attractions based in Sudbury, or online. Accomplishments over the course of this year are creating a strong foundation for Science North in broadening its audience base and expanding its reach in Northern Ontario.

The Science of Ripley's Believe It or Not!®, Science North's 8th travelling exhibition, was launched March 2013. The exhibition ran at Science North from Mar. 3-Sept. 3 performing very well with 78,300 visitors attending between Apr. 1-Sept. 3, 5% above our target of 74,300 visitors. In Fall 2013 the exhibit began its North American tour.

Science North has made good progress in building new audiences, including a significant following for its *Nightlife on the Rocks* series of adult-only evening events in the science centre, often staged with a feature science theme. The centre has built consistent success this year with a *Ripley's Unbelievable Science* theme and a *Nightlife on the Rocks* event at Dynamic Earth. To date these *Nightlife* events have surpassed attendance goals. Science North continues to focus on developing new and relevant science experiences to grow current and new audiences as part of our Strategic Plan.

The special exhibition *Dinosaurs Unearthed: Secrets Revealed* at Dynamic Earth exceeded

both attendance and revenue projections with 31,280 visitors attending from Apr. 1-Sept. 3 compared to the target of 29,324, a 6% increase over the attendance target set for that period.

To date 2013-14 membership sales and attendance are up over last year while general paid visitation to all attractions on the Science North site is down, most notably in the schools market.

Science North's next travelling exhibition is currently being developed in partnership with the Canadian Museum of Nature. The *Arctic Voices* exhibition will open March 2014 and will focus on the science of the Arctic region and the impacts of climate change. *Arctic Voices* will be paired with Science North's newest large format (IMAX®) film *Wonders of the Arctic*, currently in production, with a world premiere opening at Science North in March 2014.

In fulfilling our mandate to serve all of

Northern Ontario, Science North staff continue to deliver ever expanding, high quality, hands-on experiences through summer science camps, in schools, at public events, and in First Nations communities. 2013 was a record year for Science North's week-long summer science camps for youth ages 4 to 14, with 2,052 participants in 26 Northern Ontario communities. Science North projects its outreach staff will reach close to 17,000 students in schools across Northern Ontario in 2013-14. By the end of this fiscal year, Science North projects it will meet its target of visiting 55 Northern Ontario communities. We expect to exceed our target of delivering outreach programs to 250 First Nations students.

On the customer service front, a significant highlight of summer 2013 was that visitors to Science North and Dynamic Earth were extremely satisfied with their overall experience. Surveys showed an overall visitor satisfaction for both sites at 95%, which is a continued increase over the past couple of years.

Science North's external sales business has had slow growth in 2013-14. However, the Asia Market Development Project in partnership with the Ontario Science Centre supported by the Ministry is having positive results. Science North has also increased the number of projects in which it has collaborated with partners, including private corporations and other government agencies. Our surveys show 100% of Science North external sales clients are very satisfied with our service and delivery of product, and 45% of our travelling exhibit clients have leased two or more of our exhibits.

As part of the Centre's strategic priority of financial stability, Science North continues to focus on philanthropy and increasing grant revenue from sources other than the Ministry of Tourism, Culture and Sport. During 2013-14 Science North's annual fundraising gala raised $60,000 and exceeded budget expectations by 20%. The Centre expects to achieve its fundraising and sponsorship targets for the year. With respect to government grants, Science North hired a Senior Manager of Grant Programs in June 2013. This full-time resource is dedicated to increasing our relationship and visibility with key granting agencies, and generating grant revenue for both operating and capital priorities. Some early successes have been achieved including a $250,000 City of Greater Sudbury commitment towards the renewal of Dynamic Earth.

On the people front, Science North continues to communicate a "change ready culture" and behavioural model in its people, leadership and service environments. An innovative, change ready workforce is at the heart of Science North's continued success.

In March 2013, Science North launched the innovative Northern Leadership Project. This one-year pilot project, spearheaded by Science North, focuses on accelerated leadership development in partnership with the City of Greater Sudbury, Laurentian University, and Health Sciences North. This is part of Science North's investment to address its succession planning risk, and also to play a leadership role in helping the community address succession planning and develop leaders who have key relationships in the North.

On the financial front, since submitting the 2014-15 Executive Forecast in September 2013 Science North has reduced its projected deficit for the 2013-14 fiscal year. The Centre now projects it will end the fiscal year with a deficit of $153,760. The areas of most significant financial challenge in 2013-14 have been Science North's external sales business and its attractions revenue.

- Science North's external sales (specifically in travelling exhibits) have seen very slow growth when it was expected to pick up this year given the economic scan done last year. Further impacting this business were unexpected additional costs incurred to deliver two very difficult and technical projects.

- Science North's overall attractions revenue was impacted due to less than anticipated general paid visitors, which then impacted the Centre's onsite food and retail businesses.

However it is important to note that although results were below targets, both the external sales and food/retail businesses contribute significant profit to the Centre.

Looking Ahead – 2014-15 and Beyond

As Science North moves forward with its 2013-18 Strategic Plan, there is a continued emphasis on great science experiences that are relevant to audiences and a culture of customer-focused operational excellence, while ensuring the Centre has financial stability. The Goals relating to our Strategic Priorities address our challenges while capitalizing on opportunities. Science North's 2014-15 Business Plan aligns with the following Strategic Priorities and Goals that are part of our Strategic Plan:

Strategic Priority 1: Great and Relevant Science Experiences

Goals:

- Develop new and relevant science experiences to grow current and new audiences
- Grow our reach in all of Northern Ontario
- Offer high quality interactive science learning experiences online

Strategic Priority 2: A Customer Focused Culture of Operational Excellence

Goals:

- Build a change ready culture
- Ensure world-class facilities and fully operational experiences
- Optimize processes, systems and technology to maximize Return on Investment (ROI)
- Practice environmental responsibility

Strategic Priority 3: Long Term Financial Stability

Goals:

- Grow and diversify our external sales revenue
- Grow philanthropic revenue streams
- Increase and maximize grant revenue
- Explore and maximize all other potential revenue streams

A high level overview of 2014-15 actions aligning with Science North's strategic priorities and goals is outlined in the Strategic Directions section of this business plan. Science North is well positioned in this second year of its five year Strategic Plan to be the leader among science centres.

On the financial front, Science North has anticipated annual deficits for the next five years as the centre's efforts to offset inflationary increases in all cost categories is not sufficient to arrive at a balanced budget and maintain a strong financial position by 2019. The draw from reserves in 2014-15 in the amount of $350,000 to balance the operating budget significantly impacts Science North's future financial position. The Centre will continue to build on this 2014-15 business plan by implementing successful strategies and adjust where necessary to work towards a balanced budget for future years. This includes focusing on self-generated revenues to offset funding shortfalls, and diversifying our granting and philanthropic prospects as well as new revenue opportunities.

Mandate and Vision

Mandate

Science North is governed by the Science North Act. Science North is an operational enterprise with a mandate to:

- depict to the public and to conduct a program of education, throughout Northern Ontario, in the origins, development and progress of science and technology and their relationship to society;
- operate and maintain a model mine;
- collect, develop and exhibit objects and displays and to maintain and operate a museum, science centre and related facilities for the furtherance of the objects of the Centre;
- stimulate the interest of the public, throughout Northern Ontario, in matters depicted by the Centre; and
- develop, produce and market exhibits and to sell exhibits and provide consulting services.

Our Vision

We will be the leader among science centres in providing inspirational, educational and entertaining science experiences.

Our Purpose

We inspire people of all ages to be engaged with the science in the world around them.

Professional Values

We are accountable, innovative leaders.
We have respect, integrity and teamwork.

Governance

Science North is governed by a Board of Trustees appointed by the Lieutenant Governor in Council. The Board manages the affairs of the Centre by establishing policy and strategic priorities. The Chief Executive Officer directs the operation and administration of the Centre and is responsible to the Board.

Link with Ministry of Tourism, Culture and Sport Vision and Key Strategies

Science North is an agency of the Ontario Ministry of Tourism, Culture and Sport. As outlined in its Vision statement, the Ministry is providing leadership in building a strong and stable cultural sector that contributes to a prosperous creative economy and vibrant, liveable communities. Science North's mandate and mission fit well with this vision and, in particular, the key strategy of contributing to a prosperous creative economy.

See Appendix A for the Board and Committee Organizational Chart.
See Appendix B for the Staff Organizational Chart.

Strategic Directions

The three Strategic Priorities as set out in Science North's 2013-18 Strategic Plan are:

1. Great and Relevant Science Experiences
2. A Customer Focused Culture of Operational Excellence
3. Long Term Financial Stability

Here are some of the highlights of what's to come in 2014-15 as Science North implements actions related to the Strategic Plan in alignment with the Centre's mandate. More detailed action plans with specific targets are included in the "Current and Forthcoming Plans 2014-15–Strategic Priorities and Goals" section of this business plan.

Strategic Priority 1: Great and Relevant Science Experiences

Goals:

- Develop new and relevant science experiences to grow current & new audiences:
  We will stage major science exhibitions at both of our science centres, with *Arctic Voices* and *In the Money.* These major science experiences will be a large part of celebrating Science North's 30th anniversary year and the 50th birthday of the Big Nickel monument. In addition we will develop and implement science programs for varied audiences that will engage visitors with current science.

- Grow our reach in all of Northern Ontario:
  We will involve an increased number of First Nations students in science experiences, offer training to teachers in First Nations schools and deliver science experiences at First Nations events such as their summer camps. Science North will seek funding to support making these experiences possible.

  We will maximize educational experiences for students across Northern Ontario through outreach programs at schools, pre- and post-program experiences, e-workshops reaching classes through the video conferencing studio at Science North, and delivering science teacher workshops.

  We will offer current, new and varied experiences across the North. Science North will continue to seek a presence at Northern Ontario major events, will deliver two science festivals (one in Thunder Bay and one in another Northern city) and will deliver science summer camps in at least 26 Northern Ontario communities.

- Offer high quality interactive science learning experiences online:
  We will evolve our methods of science communication including through the increased use of smart phone technology, for example, activating push notifications to visitors engaging with a specific exhibit.

Strategic Priority 2: A Customer Focused Culture of Operational Excellence

Goals:

- Build a change ready culture:
  We will nurture leadership development that promotes innovative, change ready leadership. We will implement communication and measurement of people, organizational, and leadership behaviours as part of the change ready culture journey. We will provide focused training and development to build the skills within our workforce to achieve our Vision. We will motivate and engage our workforce.

- Ensure world-class facilities and fully operational experiences:
  We will continue to plan and implement preventative maintenance on all of our assets while also funding and implementing a continuous plan of renewal to achieve excellence in the overall visitor experience.

- Optimize processes, systems and technology to maximize ROI (Return on Investment):
  We will implement new and improved systems to maximize efficiency and increase visitor satisfaction. The projects will include an information management strategy, a project portfolio system, a new online sales/bookings system and improvements to our accounting system.

- Practice environmental responsibility:
  We will continue to implement environmentally responsible practices organization-wide while also continuing to focus on implementing sustainable capital projects that reduce our energy consumption.

Strategic Priority 3: Long Term Financial Stability

Goals

- Grow and diversify our external sales revenue:
  We will continue to focus our sales efforts in Asia and also strategize our entry in the South American market while growing our sales in the North American market. We will launch a new travelling exhibit themed on the Arctic within our touring operations and investigate the business plan for duplication of *The Science of Ripley's Believe It or Not!*® for the Asian market.

- Grow philanthropic revenue streams:
  We will launch a major fundraising campaign to coincide with Science North's 30th anniversary in 2014 in order to secure funds that will support capital projects at both Science North and Dynamic Earth. Increased philanthropic solicitations targeting individuals vs. the private sector will have a positive impact on the number and size of donations received to support Science North's restricted and unrestricted funds.

- Increase and maximize grant revenue:
  We will continue to identify new grant opportunities while sustaining existing ones. We will focus on increasing and maximizing grant requests that align with our strategic priorities. We will focus on cultivating healthy, long-term relationships with grantors through accountability, transparency and credibility.

- Explore and maximize all other potential revenue streams:
  We will continue to identify and implement new revenue streams to increase our self-generated revenue.

This 2014-15 Business Plan includes specific actions and targets that align with each of our Strategic Priorities and Goals in order to achieve our Vision. We are excited about Science North's future and committed to our mandate as we serve existing and new audiences. Our workforce, including staff and volunteers, are committed to implementing the Centre's business plan and Strategic Plan. We thank the Minister and the Ministry of Tourism, Culture and Sport for your support and partnership with Science North for the benefit of our audiences.

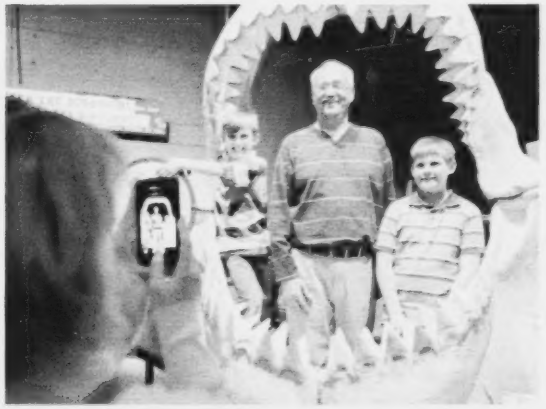
Environmental Scan

Internal Environmental Scan

By the end of the current fiscal year, Science North will have successfully completed a variety of initiatives that deliver on the Centre's 2013-14 business plan and position the Centre favourably towards 2014-15 and beyond.

Relevant Science Experiences:

The Science of Ripley's Believe It or Not!®, Science North's 8th travelling exhibition, was launched March 2013. This major exhibition is the product of a new and exciting partnership Science North forged with Ripley Entertainment, a highly recognized brand. The *Science of Ripley's Believe It or Not!*® exhibit is an adventure through the unusual and remarkable realms of scientific discoveries, using intriguing objects, real artifacts, and unique human-interest stories to reveal the science behind the unbelievable. The exhibition ran from Mar. 3-Sept. 3 before starting its North American tour. Science North had strong marketing initiatives and a complementary program of events. The exhibit performed very well with 78,300 visitors attending between Apr. 1-Sept. 3, 5% above our target of 74,300 visitors.



Science North leveraged the Ripley's exhibition to successfully reach out to some new audiences built during the 2012 *BodyWorlds Vital* special exhibition. In 2013 the program of events, which was themed around the "unbelievable", catered to these new audiences and featured many unique entertainers and science activities. One of the most interesting of these was the second ever Bizarre Buying Bazaar, where Ripley Entertainment staff accepted and purchased unique items brought in from our visitors' personal collections. The *Science of Ripley's Believe It or Not!* exhibition also brought in new community partners, including the Art Gallery of Sudbury.

Science North has made good progress in building new audiences, including a significant following for its *Nightlife on the Rocks* series of adult-only evening events in the science centre, often staged with a feature science theme. The Centre has built consistent success this year with a *Ripley's Unbelievable Science* theme and a *Nightlife on the Rocks* event at Dynamic Earth. To date these *Nightlife* events have surpassed attendance goals with 1,041 participants. This new type of programming is part of Science North's full program for adults including a Science Speaker Series and a Science Café program. With the growing popularity of these events and important learning from customer surveys, the Centre sees young adults as an audience segment to grow and are reaching out to develop new partnerships with post-secondary institutions and young professional organizations.

Plans to renew the Dynamic Earth visitor experience starting in 2014-15 were bolstered with this year's staging of a dinosaur exhibition: *Dinosaurs Unearthed: Secrets Revealed.* The exhibition exceeded both attendance and revenue projections with 31,280 visitors attending from Apr. 1-Sept. 3 compared to the target of 29,324, a 6% increase over the attendance target set for that period. 2014 marks the 50th birthday of the Big Nickel monument and plans are to stage *In the Money,* a numismatic-themed exhibit, along with a display of the Inco Coin Collection with coins from around the world that have nickel as one of their components. Together with exhibit and theatre renewal, signature events

at Dynamic Earth are important to achieving that attraction's target of a 5% increase in attendance year over year.

Also at Dynamic Earth, the annual Halloween event, the *Tunnel of Terror*, will be expanded in partnership with the Northern Ontario Railroad Museum. Over the next three years, Dynamic Earth will expand what started as a science show for school groups, to be the signature Halloween event in Northern Ontario.

Science North has started fundraising efforts to renew Dynamic Earth and has secured a commitment of $250,000 from the City of Greater Sudbury.

In developing new and relevant science experiences, staff continues to foster new partnerships. Science North's next travelling exhibition will open March 2014 and is being developed in partnership with the Canadian Museum of Nature. *Arctic Voices* is a 5,000 sq. ft. (465 m^2) travelling exhibition focusing on the science of the Arctic region and the impacts of climate change. Science North's experience and expertise in developing interactive science exhibits, paired with the Canadian Museum of Nature's research scientists and curated collections, will produce a quality visitor experience. *Arctic Voices* will be paired with Science North's newest large format (IMAX®) film, *Wonders of the Arctic*, which will engage the audience with the story of ice. Science North is leading this $4.7 million production, with $3 million in funding secured from the private sector.

With Science North's goal of increasing its science presence on-line, Science North is consistently leveraging the power of social media to achieve increased online visitation and engagement, and shift those visits to real-time paid visitors in our science centres. Science staff are tweeting and increasing awareness of the variety of science programs at the centre for all audiences. We are using our dynamic website and all social media outlets for promotion, science engagement and dialogue.

Serving Northern Ontario:

In fulfilling the mandate to serve all of Northern Ontario, Science North staff continue to deliver ever expanding, high quality, hands-on experiences in schools, at public events, in First Nations communities and through summer science camps. The addition in 2010 of Science North's Thunder Bay satellite office is key to building a strong and credible presence in the Northwest, and continues to make possible simultaneous delivery of science outreach experiences in the Northeast and the Northwest.

By the end of the 2013-14 fiscal year, Science North projects its outreach staff will reach close to 17,000 students in schools across Northern Ontario with engaging science experiences.

Science North projects it will exceed the 2013-14 target of delivering outreach programs to 250 First Nations students. Science North also delivered summer outreach programs at the Serpent River Library, and on the Wahnapitae First Nations and Seine River First Nations Reserves.

During the summer of 2013 Science North's *Science En Route* program visited many provincial parks, libraries and festivals throughout the North. Extending the *Science of Ripley's Believe it or Not!®* theme, activities ranged from the unbelievable science of creepy crawlies, dinosaurs, smells, bodies, bubbles and pressure, along with a live show about Species at Risk. By the end of this fiscal year, Science North projects it will meet its target of visiting 55 Northern Ontario communities.

2013 was the best year ever for Science North's week-long summer science camps with a record number of 2,052 participants.

Summer camps for youth ages 4 to 14 were delivered in 26 Northern Ontario communities. The goal was to deliver camps in 25 communities but a 26th was added due to demand.

Education Programs:

The Rainbow District School Board, Sudbury's largest school board, has purchased a board membership for all of its elementary students (8,358 JK to grade 8 students), which will positively affect our school attendance in the upcoming school year. Science North is developing special packages for schools such as pairing the upcoming Arctic exhibit and *Wonders of the Arctic* IMAX film with complementary school programs starting in March 2014. This is anticipated to positively impact school attendance through June 2014.

Our Audience:

Science North continues to draw the largest proportion of its annual visitors during the summer months drawing mostly from Central and Northeastern Ontario.

In the first quarter of 2013-14 *The Science of Ripley's Believe It or Not!* special exhibition attracted new audiences, although not to the extent anticipated. There continues to be a perception that Science North is a place to visit with children and changing this perception is a focus of our 2013-2018 Strategic Plan. Science North will continue to offer high quality, blockbuster science exhibitions that will motivate its growing varied audiences to visit. To date 2013-14 membership sales and attendance are up over last year while general paid visitation to all our Ramsey Lake Road attractions is down, most notably in the schools market. As noted, Dynamic Earth saw great success this year with the *Dinosaurs Unearthed: Secrets Revealed* exhibit drawing 16% more in attendance than last year. This supported the increase of awareness for Dynamic Earth. Overall Science North also saw success in its combination sales, exceeding its one- and two-day passport sales targets by 5%. Unfortunately this was not enough to overcome the shortfall in science centre attendance and the overall result is that Science North is currently 4% below target for total attractions attendance. However, Science North did achieve a 10% increase in total attraction ticket sales over 2011 (the year before *BodyWorlds Vital*).

Visitors to Science North and Dynamic Earth were extremely satisfied with their experience. Surveys show an overall visitor satisfaction rating for both sites at 95%, which is a continued increase over the past couple of years. Science North continues to focus on research around its audiences and their interests to enable the Centre to position itself in this very competitive market for leisure pursuits and spending.

Our External Sales Business:

Science North's external sales business has had slow growth so far in 2013-14. The Asia Market Development Project in partnership with the Ontario Science Centre supported by the Ministry is having positive results. However, some external sales projects have had higher than expected costs due to the use of new technology, and we haven't achieved our travelling exhibits sales targets. As a result, Science North's external sales are not currently achieving its budgeted profit. The external sales business though continues to provide a positive net financial impact.

Science North has submitted many proposals to clients and is projecting to reach future years' sales targets. The Centre's travelling exhibit business is strengthening with *The Science of Ripley's Believe It or Not!*® which began its tour in fall 2013 and with Science North's expansion into the Asia market. This market is significant and requires continued focus and development.

Science North external sales clients are very

satisfied with our service and delivery of product (100% of them citing very satisfied) and 45% of our travelling exhibit clients have leased two or more of our exhibits. Science North has also increased the number of projects in which it has collaborated with partners, including private corporations and other government agencies.

Philanthropy:

The Unbelievable Gala, a fundraising event themed after Science North's very successful travelling exhibit, *The Science of Ripley's Believe It or Not!*, was held in April 2013 and raised $60,000 exceeding budget expectations by 20%.

Community awareness regarding Science North's charitable status continues to be a challenge. Science North has developed a communication plan that includes internal, on-site, off-site, and digital strategies to increase this awareness. Creating a strong, community-wide fundraising committee continues to be essential to both increase the awareness and profile of Science North's charitable status and increase the success of fundraising efforts.

Philanthropic initiatives now have a much more prominent presence on the Science North website making the Centre's cases for support evident and facilitating the process of supporting the science centre through sponsorships, donations, memberships and the attendance at special events. The planning of a major fundraising campaign to be launched in 2014-15 is in the works to support major capital initiatives at Science North and Dynamic Earth.

Government Grants:

As part of Science North's goal to increase and maximize grant revenue (beyond that received from the Ministry of Tourism, Culture and Sport), in June 2013 a Senior Manager of Grant Programs was hired. This full-time resource is dedicated to increasing our relationship and visibility with key granting agencies, and generating grant revenue for both operating and capital priorities. Since starting in the role the Grants Manager has researched and developed a plan to achieve targets identified, inventoried past grants, and implemented a cross-functional structure to support grants acquisition. The focus is on matching government funding opportunities with Science North projects; building relationships with numerous funders; and ensuring a volume of proposals are being considered, while building a solid foundation going forward. Some early successes have been achieved such as the recent $250,000 City of Greater Sudbury commitment towards the renewal of Dynamic Earth.

Our Workforce:

Science North has conducted internal risk assessments around succession planning. This analysis has revealed that over the next three to five years, Science North will face retirement in key leadership roles. To address succession planning needs, Science North will accelerate leadership development and mentoring of current staff to set up future leaders for success and create business continuity for the Centre. As some individuals move to more senior positions as

a result of succession planning, continuous learning and development are necessary for all staff and volunteers to ensure career development, business continuity and longevity within the organization. Our team will also be faced with new skill demands requiring ongoing investment to remain competitive.

The Northern Leadership Project, a one-year pilot project spearheaded by Science North, launched in March 2013 and focuses on accelerated leadership development in partnership with the City of Greater Sudbury, Laurentian University, and Health Sciences North. This is part of Science North's investment to address its succession planning risk, and also to play a leadership role in helping the community address succession planning and develop leaders who have key relationships in the North.

Science North has managed to keep its attrition low in a competitive labour market, and has had some successes of alumni returning from higher paid positions at other organizations. Continued effort is required to sustain this success and decrease risk of attrition.

Renewing Our Assets:

The renewal of our attractions and assets is critical to remain safe, efficient, sustainable and competitive. The buildings on the Ramsey Lake Road and Dynamic Earth sites are 30 years old and 10 years old respectively. An investment in excess of $3 million per year is required to maintain these physical plants. In addition, an investment in new and modern visitor experiences is key to the continued success and growth of Science North's attractions. While Science North will continue to access funding to help in renewing and changing the visitor experience, other funders are less interested in supporting the renewal and rehabilitation of physical infrastructure.

External Environmental Scan

The Economy: Sudbury's GDP is expected to grow by 1.7% over the next year, however the low projections for the mining industry could have a negative impact on Science North's philanthropic efforts and leisure spending given the dependency of this industry in the Greater Sudbury community.

Ontario's subdued economic activity in 2012 has had a significant impact on consumer spending and, with an anticipated provincial government deficit of $11.7M in 2013-14 and targeted balanced budget in 2017-18, program spending is expected to be flat over the next four years.

Global economic growth is expected to increase in the latter half of 2013, backed by a stronger US recovery. Along with the US, non-Japan Asia countries and Latin America are expected to grow their real GDP to 5.0 and 3.6 respectively by 2014. Science North will continue to diversify its export business internationally to lessen its dependence on the sluggish North American market. Science North will continue to focus on the Asian market and will initiate entry into the South American market. Competition will remain fierce and increasing sales in Science North's external sales business will continue to be a challenge. Science North will focus on improving profitability on projects we secure.

Fundraising Environment:

Competing philanthropic initiatives such as recent and upcoming local major fundraising campaigns in the Greater Sudbury community are abundant. Donor fatigue and multi-year commitments to competing campaigns already underway will mean Science North will need to be very strategic in launching its major fundraising campaign. Science North will work at strengthening relationships with existing large partners, involving them in the campaign both to contribute and to open doors for other private sector support.

2013's first quarter results and second quarter projections in the mining sector, Sudbury's primary industry, are lower than originally projected. As previously noted, this could have a negative impact on the Greater Sudbury economy. Even as the economic outlook improves, companies dependent on the mining sector may be cautious about their spending, and philanthropy may not be their priority. Science North will increase its focus on individual philanthropic solicitations versus private sector solicitations in order to help mitigate this.

Government Grants Environment:

Science North's largest funding source remains the operating grant from the Ontario government and this is the financial underpinning that supports the entire organization. This grant has remained relatively stable with a small decline in 2012-13 and 2013-14. After having a frozen operating grant from 1996 to 2009 which caused significant challenges for Science North, the significant increase to our operating grant in 2009 allowed Science North to regain substantial traction on its mandate. The prospect of another period of a frozen operating grant going forward will create challenges for the organization.

There is a current climate of fiscal restraint at the provincial and federal levels. However, there is still ample opportunity for increasing grant revenue through specific grant programs under various Ministries. Science North's focus is on aligning the Centre's priorities with identified government grant programs. The grant application environment is a competitive one, with many worthy causes vying for the same pools of funds. Science North's approach is to ensure strong applications, well matched to objectives of granting programs. Science North has observed an increasing trend in grantors favouring applications with a partnership component with mutual benefits. There's also increased emphasis by grantors on accountability, credibility and transparency. Science North has a strong and demonstrated ability to manage grant deliverables, which will serve the organization well moving forward.

Demographics:

Although the Canadian and Ontario populations are growing, Northeastern Ontario and Sudbury populations are remaining relatively stable and Northwestern Ontario populations are declining. There's a rebound in the birth rate in Northeastern Ontario (ages 0-4), but the median age in all

Northern Ontario markets has increased by an average of 2.1 years over the past 10 years. That means the older adult market continues to increase. Although Census data shows age categories 10-19 are declining, there continues to be an opportunity with this market especially in attracting high school students to visit Science North via unique and specific programming. The young adult market is growing in Sudbury and Central Ontario and presents an opportunity for specific programming targeted to the "Up and Coming Explorers" as identified by the Ontario Tourism Marketing Partnership profiling.

Competition:

Attractions Competition:
In Northeastern and Central Ontario, the largest attraction is the great outdoors and this is Science North's biggest competition. As an indoor attraction, Science North's attractions are seen as a "rainy day" alternative (during the summer season when we attract the greatest visitation) to such things as going to the cottage, camping, boating, swimming and hiking. Science North needs to continue to ensure it is top of mind when rainy days are upon us and maximize partnership opportunities with summer sunny day leisure activities.

Summer Camps Competition:
Our environmental scan of camps in Northern Ontario communities shows a range of competition for summer camps business. In larger communities such as Thunder Bay, North Bay, Sault Ste. Marie, Timmins and Sudbury, Science North is up against many competitors for options to fill children's summer leisure time. In smaller communities, the competition is city-run day camps. In some communities, Science North is the sole provider. In 2013 Science North summer science camps were attended by a record number of campers. It is clear the high quality, unique experience Science North provides through summer camps is needed and wanted in the North, and our surveys show parents of Science North summer science camp participants see value for their camp registration fee.

Outreach Competition:
Science North's outreach to Northern Ontario includes visits to schools, fairs and festivals. Our environmental scan shows fairs and festivals in the North have more limited funds available to bring in external providers of experiences. There are few festivals in the Northwest and some festivals are no longer running. Some festivals in different communities are running their events on the same weekends, which further limits the chance for Science North to participate. There is some competition for travelling experiences that involve science such as those that include live animals.

External Sales Competition:
In the international market, Science North must stay ahead of its competition, as the market is becoming saturated with "for-profit" companies with highly specialized skills targeting the museum and science centre industry. Science North is currently a strong competitor in the marketplace. However, given the fierce competition driven by price and profitability it must continue to keep an eye on this competitive edge. Partnerships between Science North and other cultural attractions and private companies with strong brands will continue to be a key strategy.

Labour Market:

Science North exists in a small, competitive

labour market with accelerating wage growth and lower than average unemployment. The continued trend of public sector compensation constraint measures and reductions in funding will further limit Science North's ability to recruit and retain talent and be wage competitive in the Sudbury market.

A competitive local labour market means a limited high skilled, bilingual, labour pool from which to recruit the talent required to fulfill Science North's vision. The widening wage gap between Science North and the growing and wage competitive Sudbury mining and other sectors will continue to drive retention challenges. There is a declining unemployment rate in Sudbury (which dropped as low as 6.9% in July 2013, and is consistently below the Ontario rate which in July 2013 sat at 7.6%), and in Thunder Bay (which sat at 6.0% in July 2013) according to Statistics Canada; projections of higher wage increases in Ontario of 2.9% overall, and 4.0% for mining (World At Work's 2013 annual salary survey); and an aging Northern Ontario workforce with high levels of retirement projected in the near future, compounded by an exodus of young talent. Sudbury also has a lower than average literacy and high school completion rate, decreasing the availability of highly skilled talent.

Tourism Environment:

People choose vacation destinations based on the experiences they can have while reconnecting with loved ones. Price is generally not a deciding factor; however there must be a sense of gaining value for money. People are far more likely to splurge than ever before, with creating memories as being the single biggest reason. (*Source: Destinology – the Art and Science of Destinations, May 2013*)

Science North continues to attract approximately 90% of its overall attendance from Ontario, which remains our largest market. We will continue to capitalize on opportunities and partnerships that draw visitors to Sudbury such as with Northeastern Ontario Tourism, which is focused on four priority markets: Up & Coming Explorers, Connected Explorers, Knowledge Seekers and Nature Lovers. *(Source: Ontario Tourism Marketing Partnership Corporation (OTMPC) Market Profiles, Northeastern Ontario Tourism (RTO 13A) Business Plan)*

Science North is a lead partner in the Sudbury Tourism Partnership, an initiative led by the City of Greater Sudbury including over 100 partners from the City's private tourism businesses and hospitality sectors, and actively collaborates with this Partnership to achieve mutual goals. The City of Greater Sudbury and Science North also participate on the board of the Northern Ontario Regional Tourism Organization (RTO) 13A, whose mission is to "build partnerships, increase awareness, and develop strong connections with industry to increase tourism in Northeastern Ontario". As the biggest tourism driver in the City of Greater Sudbury, Science North is featured prominently in marketing campaigns.

School Environment:

Science North's reputation with schools remains strong and surveys of educators who visit with their classes show they're highly satisfied with their visit. However, schools continue to be challenged with limited budgets for extracurricular activities. When making a school booking at Science North, schools tend to make choices about visiting individual attractions vs. multiple attractions due to budget constraints. Schools are also challenged by limited budgets for busing. To encourage Northern Ontario schools to visit, the Centre will continue to offer transportation subsidies for Northern Ontario schools. Our future marketing initiatives will also cover a broader part of the province, including schools in both Northern and Southern Ontario (a key market for May/June school field trip business).

Review of 2013-14 – Strategic Priorities and Goals

Strategic Priority 1 Great and Relevant Science Experiences

Goal 1 Develop new and relevant science experiences to grow current and new audiences

Action 1	2013-14 Targets	Projected achievement of targets for 2013-14
Deliver a program of blockbuster exhibitions at Science North.	• Achieve an increase of 5% over 2011-12 summer attendance. • Achieve 90% visitor satisfaction measured from visitor surveys.	• Summer 2013 attendance to the science centre increased 3.9% over 2011 summer attendance. • Achieve 95% overall visitor satisfaction.

Action 2	2013-14 Targets	Projected achievement of targets for 2013-14
Renew the visitor experience at Dynamic Earth.	• Achieve attendance of 38,242 visitors, an increase of 5% over 2012-13. • Increase local attendance by 2.5% of total attendance.	• Total attendance to Dynamic Earth is projected to be 39,469 visitors, an increase of 3% over target. • Local attendance projected to increase by 4%, from 28% of total attendance in 2012-13 to 34% of total attendance in 2013-14.

Action 3	2013-14 Targets	Projected achievement of targets for 2013-14
Develop and implement science programs for varied audiences that will engage visitors with current science.	• Achieve attendance and revenue targets for specialty teen programs of 1,100 teens and $11,000. • Achieve attendance and revenue for specialty adult programs of 1,320 adults and $13,200.	• Projecting to meet these attendance and revenue targets for both teen and adult events in the science centres.

Action 4	2013-14 Targets	Projected achievement of targets for 2013-14
Renew the science labs in the science centres.	This will help to achieve: • annual attendance and revenue goals as set out in Action 1 • customer satisfaction targets • membership sales	• Science lab renewal was achieved in the Space Place and with exhibits complementary to *The Science of Ripley's Believe it or Not!*® exhibition. • Science centre attendance was the same as 2011 for the summer months, but overall attraction attendance and revenue targets will not be met for this year, mostly due to below target numbers in spring and fall periods. • Customer satisfaction is at 95%, as compared to target of 90%. • Membership sales are up and will end the year above target.

Action 5	2013-14 Targets	Projected achievement of targets for 2013-14
Renew the experiences in all of our existing theatres and launch a brand new show.	• Achieve increased attendance by specific visitor types, (i.e. Experience Seekers, Hobbyists, Facilitators).	• Science North has partnered with a science centre in Denmark to develop and produce a new object theatre on active living, to open at both science centres in early 2016. Goals are set around visitation for this new theatre to drive attendance by specific visitor types and demographics.

Goal 2 Grow our reach in all of Northern Ontario

Action 1	2013-14 Targets	Projected achievement of targets for 2013-14
Deliver science experiences to First Nations (FN)	• 2 new relationships established with a First Nations community	• 3 new relationships will have been established with a First Nations community
	• $10,000 secured from grants to travel to First Nations community to establish relationships	• $10,000 expected to be secured from grants to travel to First Nations community to establish relationships
	• Contacts established and program content identified	• Assessment and identification of teacher opportunities will have been done
	• 6 outreach program days delivered in First Nations schools and 250 students reached	• 17 outreach program days delivered to 1,600 students in First Nations schools
	• 4 First Nations communities reached through public events	• Will have delivered Science North experiences at 5 First Nations public events
	• Report and strategize on possible distance program delivery in First Nations schools	• First Nations schools will have been contacted and informed Science North on how they are wired so Science North knows how it can provide e-workshops in 2014-15

Action 2	2013-14 Targets	Projected achievement of targets for 2013-14
Maximize delivery of educational experiences across Northern Ontario.	• Northeastern Ontario: 11,200 students reached through school outreach • Northwestern Ontario: 6,500 students reached through school outreach	• Northeastern Ontario: 11,000 students reached through school outreach • Northwestern Ontario: 6,741 students reached through school outreach
	• Deliver 40 live Interactive e-workshops (1,000 students).	• Projecting to have delivered 40 live Interactive e-workshops to approximately 1,000 students
	• Deliver 3 teacher workshops. • Application submitted for Ministry of Education accreditation	• Science North will have followed through on the accreditation process with the Ministry of Education and have delivered 6 teacher workshops.

Action 3	2013-14 Targets	Projected achievement of targets for 2013-14
Offer current, new and varied experiences throughout Northern Ontario.	• Plan and deliver a Science Festival in one Northern Ontario community in collaboration with community partners.	• Will deliver a science festival in Thunder Bay in February 2014
	• Northeastern Ontario: deliver public outreach programs to 43 communities • Northwestern Ontario: deliver public outreach to 12 communities	• Northeastern Ontario: public outreach delivered to 42 communities • Northwestern Ontario: public outreach delivered to 12 communities
	Summer Science Camps delivered to: • Northeastern Ontario: 13 communities, 1,410 participants • Northwestern Ontario: 12 communities, 510 participants	Summer science camps delivered to: • Northeastern Ontario: 14 communities, 1,496 participants • Northwestern Ontario: 12 communities, 556 participants
	Programs to new audiences in Northern Ontario: adult and teens. • Northeastern Ontario: 2 new audience programs • Northwestern Ontario: 4 new audience programs	Will have delivered: • Northeastern Ontario: 5 adult programs in Sudbury locations outside of the science centres • Northwestern Ontario: 4 new audience programs in Thunder Bay

Goal 3 Offer high quality interactive science learning experiences online

Action 1	2013-14 Targets	Projected achievement of targets for 2013-14
Increase the amount of science content online.	• Attract key audiences to increase attendance to science programs. • Site used as an information and resource portal with a 5% increase of returning users.	• Detailed measurements of sciencenorth.ca activity are actively used by a cross-organizational web team to be responsive to what content on-line visitors to sciencenorth.ca are engaging with • Expect to achieve an increase of 5% of returning users to sciencenorth.ca

Action 2	2013-14 Targets	Projected achievement of targets for 2013-14
Develop mobile apps to enhance the visitor experiences.	• Raise awareness of our attractions and increase mobile traffic to our website. • Implement 3 topic-specific SNAPS (science needs attention promptly). • Achieve 2,000 downloads of the app complementing *The Science of Ripley's Believe It or Not!*® special exhibition.	• The mobile version of sciencenorth.ca is fully complete and implemented. • Implemented monthly Science News posts, monthly Cool Science posts that compliment visitor experiences in the science centre, and @Big_Nickel twitter feed • Achieved 2,200 downloads of this app

Action 3	2013-14 Targets	Projected achievement of targets for 2013-14
Extend the Science North experience online throughout the science centres.	• Two interactive stations	• This was not developed for this year. Rather, the focus was on increasing the amount of current and relevant science on-line, achieved with monthly Science e-news posts and a consistent presence on Facebook and Twitter with science posts by our scientists.

Action 4	2013-14 Targets	Projected achievement of targets for 2013-14
Develop content micro-sites to serve target audiences.	• Achieve a 5% increase of returning users to this science information and resource portal. • Attract teachers to our sites to support their in-class science lessons	• Projecting to achieve a 5% increase of returning users to the "Cool Science" site • Online content for educators includes increased grade specific information and classroom based activities to complement Science North's science workshops for schools.

Strategic Priority 2 A Customer Focused Culture of Operational Excellence

Goal 1 Build a change ready culture

Action 1	2013-14 Targets	Projected achievement of targets for 2013-14
Communicate "change ready culture" and behavioural model in people, leadership and service environments.	• 90% of individuals in each unit attend sessions and understand change readiness • 70% positive assessment of leadership behaviours in new model, and 5% in crease in key leadership behaviours from previous engagement survey	• Defined, developed and communicated a change ready culture through extensive high participation sessions with entire workforce

Action 2	2013-14 Targets	Projected achievement of targets for 2013-14
Design and implement programs that motivate and reward change ready actions and behaviours.	• Tools and approaches implemented for incentive design and total rewards • One motivational event annually from 2013-2018 for all members of workforce	• Implemented new incentive design and total rewards communications tools. • Implemented two motivational sessions to facilitate a change ready culture.

Action 3	2013-14 Targets	Projected achievement of targets for 2013-14
Develop a workforce model for the future.	• Research previous workforce metrics.	• Completed research into workforce metrics and planning options.

Action 4	2013-14 Targets	Projected achievement of targets for 2013-14
Invest in learning	• Build leadership capability in-house with design experts, and mobilize program to extend into our community and across the North. • Targeted professional development framework and approval process focused on Science North priorities.	• Implemented the Northern Leadership Project, a pilot focused on leadership development and succession planning. Partnered with the regional hospital, university, and municipal government. • Implemented the Marchbank Innovation Fund to support learning that will drive innovation for Science North • Continued to focus on training and development including focused investment on Canadian and international conferences that will provide our workforce with the skills to drive Science North's strategic priorities

Goal 2 Ensure world-class facilities and fully operational experiences

Action 1	2013-14 Targets	Projected achievement of targets for 2013-14
Create and implement an exhibit and show maintenance management system that allows for proactive maintenance as well as reactive quick response for all Science North and Dynamic Earth exhibits.	• Achieve 90% positive customer feedback from "exhibits working" survey question.	• High to low visitor impact exhibits identified and priority response system in place. Expect to achieve 90% positive customer feedback from "exhibits working" survey question for 2013-14.

Action 2	2013-14 Targets	Projected achievement of targets for 2013-14
Create and implement a cleaning/ maintenance management system that ensures our buildings and grounds are reflective of being a world-class facility.	• Achieve 90% positive customer feedback from "cleanliness" survey question.	• Cleaning audits implemented and ongoing assessment and adjustment being implemented. Expect to achieve 93% positive customer feedback from "clean and well maintained" survey question for 2013-14.

Action 3	2013-14 Targets	Projected achievement of targets for 2013-14
Implement the Ministry's Asset Management system and an additional system/process to improve computerized maintenance management system for building systems.	• Identify critical capital projects based on Ministry recommendations. • 50% of building maintenance items entered into new computerized system.	• Inventory of capital infrastructure assets complete and critical capital projects identified. • A CMMS system to integrate into the Ministry's Asset Management system will be identified and implementation will have begun by March 2014.

Action 4	2013-14 Targets	Projected achievement of targets for 2013-14
Determine, fund and implement long-term infrastructure investment strategy.	• Standardized approach for prioritizing and risk ranking capital projects with clear ROI requirements.	• Capital projects list is prioritized based on Asset Management system and ROI. Expect to complete $950,000 worth of capital projects by March 2014.

Goal 3 Optimize processes, systems and technology to maximize ROI (return on investment)

Action 1	2013-14 Targets	Projected achievement of targets for 2013-14
Implement the information management strategy as identified in 2012-13.	• Increased productivity and revenues.	• Research and analysis on recommended approach will be complete by March 2014. Implementation of system and policy will be done through 2014-15 with clear measurements in place to track progress.

Action 2	2013-14 Targets	Projected achievement of targets for 2013-14
Implement an integrated portfolio project and resource management system to evaluate ROI and deploy resources effectively for events, projects, programs based on qualitative and quantitative factors, including a business case component.	• Agreement on and use of an approved portfolio of successful projects, programs and events. • Standardized list of activities and ROI criteria established.	• Project portfolio and resource management system identified through PMO strategy. Funding secured and tool will be purchased and implemented by March 2014.

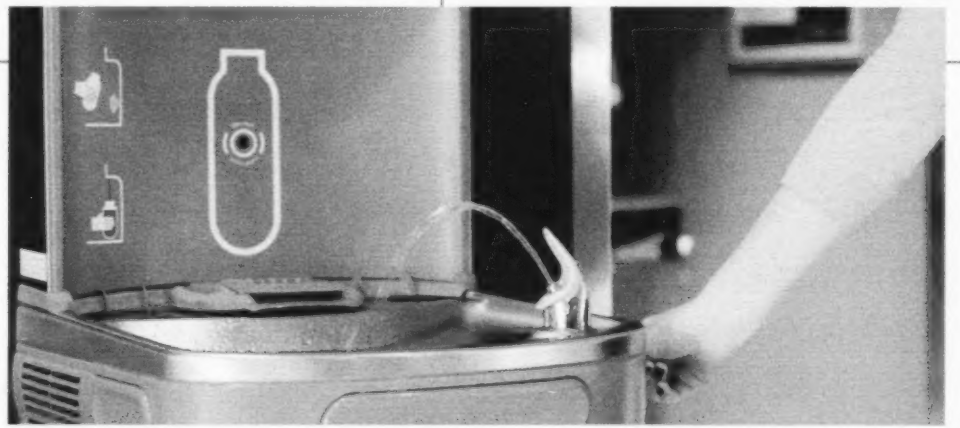
Action 3	2013-14 Targets	Projected achievement of targets for 2013-14
Implement real time online and lobby kiosks that encourage advance sales and self-service.	• Customer satisfaction of sales process of 85% or better. • Increased online and kiosk sales of all ticket sales (quantity).	• System identified to meet the needs of the organization. Funding secured and system will be purchased and implemented by March 2014. • Lobby kiosk will be implemented in 2014-15.

Action 4	2013-14 Targets	Projected achievement of targets for 2013-14
Implement an efficient customer focused program for bookings (functions, groups, schools) and registration (camps, programs).	• Reduction of 2% booking agent labour costs per year. • Increase in online bookings response. • Increase in teachers completing bookings online without the assistance of a booking agent.	• System identified to meet the needs of the organization. System will be implemented in phases throughout 2014-15.

Action 5	2013-14 Targets	Projected achievement of targets for 2013-14
Establish an accounting coding system to feed into all other reporting systems and project evaluation requirements.	• Increase productivity through improved reporting.	• Reporting and integration requirements will be identified by March 2014.

Action 6	2013-14 Targets	Projected achievement of targets for 2013-14
Identify and implement continuous improvement to operational processes.	• Completed five-year action plan of processes to review. • One process improvement per year that improves staff productivity resulting in improved customer service, increased revenues or reduction in costs. Annual savings of $5,000.	• Action plan of process improvements identified. One process improvement implemented in 2013-14 resulting in a savings of $5,000.

Action 1	2013-14 Targets	Projected achievement of targets for 2013-14
Identify and implement environmentally responsible operational practices with ongoing corresponding measurement and communication.	• 5 new organization wide environmentally responsible operational practices implemented and sustained.	• Implemented water bottle refilling stations, battery recycling centre, print cartridge recycling system, employee engagement program with 3 different practices: 2-sided printing, waste free lunch, carpooling. Monitoring these to ensure continued sustainability and researching new practices to implement in 2014-15.



Action 2	2013-14 Targets	Projected achievement of targets for 2013-14
Identify and implement large projects based on environmental audits and /or metering with identified ROI as determined by initiative.	• Achieve reduction in energy consumption by a minimum of 1% per year.	• Implemented use of energy tools to monitor areas of high consumption and adjusted operational practices to reduce energy consumption. Capital projects implemented to reduce energy consumption include: F. Jean MacLeod Butterfly Gallery boiler upgrades, LED lighting in tunnel leading to the science centre and in parking lot, and replacement of some doors. Estimated total in-year savings of $51,000.

Action 3	2013-14 Targets	Projected achievement of targets for 2013-14
Research, identify and fund highly visible renewable energy projects with acceptable ROI as identified by initiative.	• One project as identified by ROI.	• Project identified as a "Smart Grid" battery bank system with solar panels and other renewable energy systems as add-ons. 50% funding is expected to be secured by March 2014 and 100% secured by March 2015 with phased implementation throughout 2014-15 and 2015-16.

Strategic Priority 3 Long Term Financial Stability

Goal 1 Grow and diversify our external sales revenue

Action 1	2013-14 Targets	Projected achievement of targets for 2013-14
Develop and implement an action plan to grow sales in new emerging markets.	• Secure $2 million in sales in Asia over 3 years (2012-13 to 2014-15). • Secure $100,000 to implement sales action plan for another new market. • Secure $2 million in sales in new market over 3 years (2013-14 to 2015-16).	• Asia sales expected to be $1,000,000 by March 2014. • Funding of $100,000 expected to be secured for entry in the South American market. A detailed marketing and sales plan will be identified.

Action 2	2013-14 Targets	Projected achievement of targets for 2013-14
Develop a brand new show that showcases new technology and effects in multimedia theatre.	• Secure $100,000 in R&D for new show. • New multimedia experience in development.	• A partnership with Experimentarium has been established and a new multimedia theatre experience will be conceptualized by March 2014.

Action 3	2013-14 Targets	Projected achievement of targets for 2013-14
Conceptualize and produce a blockbuster traveling exhibit which has a business plan with a profit of $900,000 over 5 years.	• Secure $250,000 in sponsorship and $250,000 in grant revenue towards capital and touring costs of exhibit. • Secure 4 leases by March 2014.	• New 2014 travelling exhibit (*Arctic Voices*) will launch in March 2014. The exhibit will lease to Science North and Canadian Museum of Nature from March 2014 to April 2015. A profitable business plan has been identified for a future 4 years. Expect to secure 2 additional leases by March 2014. • Concept and partnership for 2016 travelling exhibit expected to be secured by March 2014 with 50% client interest.

Action 4	2013-14 Targets	Projected achievement of targets for 2013-14
Review our external sales business plan and adjust as necessary including our product and service offerings, market targets, and marketing and sales strategies.	• Achieve budgeted external sales profit.	• External sales business plan complete with actions identified to pursue future business. $1,000,000 in sales for 2014-15 expected to be secured by March 2014 – this represents 50% of the budgeted revenues for 2014-15.

Goal 2 Grow philanthropic revenue streams

Action 1	2013-14 Targets	Projected achievement of targets for 2013-14
Develop and implement a communication strategy around charitable status.	• Achieve an average of 45% awareness regarding Science North's charitable status in the community by March 31st, 2014.	• Expect to achieve 45% awareness regarding Science North's charitable status in the community by March 31st, 2014.

Action 2	2013-14 Targets	Projected achievement of targets for 2013-14
Develop and implement a 5-year action plan to increase donations including those from individuals, foundations, corporations, etc.	• Donations received will amount to $100,000 in restricted funds and $50,000 toward operating.	• Expect to achieve targets

Action 3	2013-14 Targets	Projected achievement of targets for 2013-14
Develop and implement a 5-year action plan to increase corporate sponsorships.	• Achieve $400,000 in sponsorship revenue for the operating budget.	• Expect to achieve targets

Action 4	2013-14 Targets	Projected achievement of targets for 2013-14
Develop and implement a 5-year action plan to increase Corporate Membership revenues.	• 50 Corporate Members by March 31st, 2014	• Expect to achieve targets

Action 5	2013-14 Targets	Projected achievement of targets for 2013-14
Develop and implement a 5-year action plan to increase revenues for capital projects.	• Targets will be set as capital projects are identified.	• Capital projects list is prioritized with clearly identified funding targets from both the private and public sector. • Campaign plan will be developed by March 2014 and launched in June 2014.

Goal 3 Increase and maximize grant revenue

Action 1	2013-14 Targets	Projected achievement of targets for 2013-14
Implement a strategy for increasing and maximizing grant revenue. This action will be ongoing through 2018	• $150,000 of new net grant revenue for Science North's operating budge • $250,000 for each new Science North travelling exhibit development	• Expect to secure $52,000 of new net grant revenue • Expect to secure $250,000 for *Arctic Voices* exhibit in 2014

Goal 4 Explore and maximize all other potential revenue streams

Action 1	2013-14 Targets	Projected achievement of targets for 2013-14
Implement initiatives as identified in 2012-13 by the cross organizational team.	• New net revenue stream of $25,000 per year incremental over the next 5 years.	• Hurricane simulator and photo booth added to Science North lobby experiences and on track to generate $25,000 in net revenue.

Review of 2013-14 – Operational Performance

Attractions

Science North expects to be 12% under budget in its attraction revenue for the 2013-14 fiscal year. The biggest shortfall is in the Centre's May/June school attendance and the IMAX attendance which was expected to rebound in 2013-14 after low performance in 2012-13 but did not. The poor availability of quality programming for the IMAX Theatre and last year's opening of the Ultra AVX theatre at Sudbury's Silver City continue to impact the IMAX Theatre attendance. Summer attendance was also soft this year and did not meet expectations. Science North continued to attract new audiences to Science North with *The Science of Ripley's Believe It or Not!*® as the special exhibit, but this was not as successful in drawing new audiences as last year's *BodyWorlds Vital* special exhibit. The Exhibit Hall budgeted attendance was slightly over achieved, but its revenues did not meet target because of a shortfall in evening attendance (at a higher ticket price) and an increase in member attendance (non paid admission). However, Dynamic Earth saw great success and over achieved its attendance targets by 6% with the *Dinosaurs Unearthed* special exhibit as its main attraction.

A shortfall in science centre attendance will always have a ripple effect on other on-site attractions. However, Science North was successful in increasing combo package sales in the summer of 2013 and visitors spent 6% more on multiple attractions tickets than they did last year. This helped to mitigate the shortfall in visitors to the Ramsey Lake Road site.

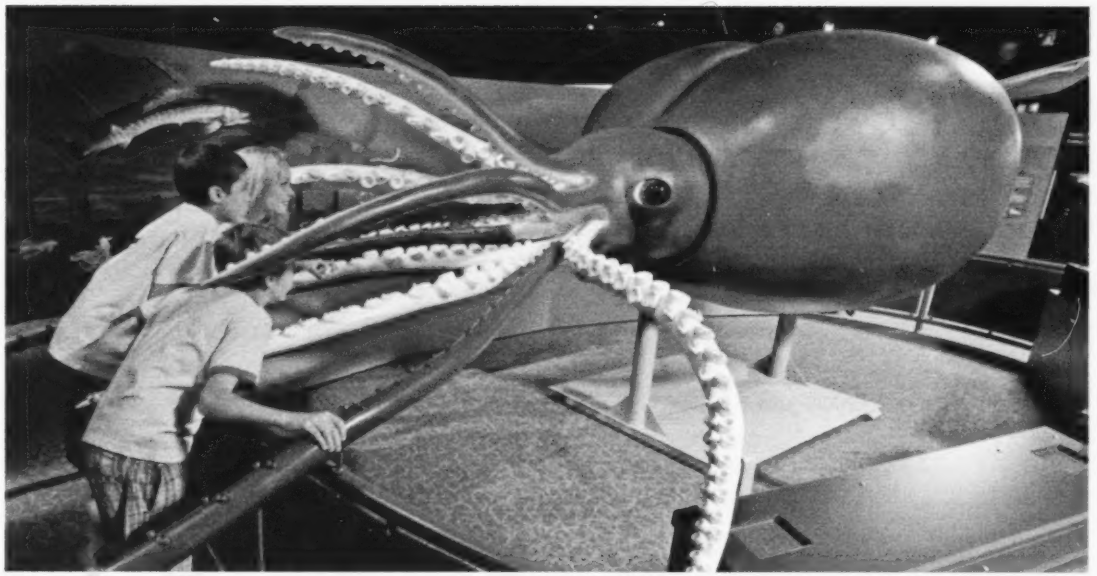
Food and retail businesses are also impacted by the shortfall in attendance and Science North expects the negative net impact of this to be $107,426. Business leaders in each of the centre's food and retail outlets have made progress in increasing the per visitor spending and decreasing their costs to reduce this impact.

This year Science North implemented some changes to its Special Exhibits Hall surcharge and membership benefits, which helped in increasing the membership base and revenues. Science North currently has 1,000 more memberships than last year. This is an important strategy in supporting our long term financial stability.

Science North Attractions	2012-2013 Actual	YTD December Actual	2013-14 Year Projected	2013-14 Budget	2013-14 Variance From Budget
Science Centre					
Attendance	148,824	107,861	143,203	145,607	-2%
Revenue	1,214,361	$ 760,884	$ 982,279	$ 1,089,313	-10%
Exhibit Hall					
Attendance	76,696	78,296	101,537	97,604	4%
Revenue	361,752	$ 170,667	$ 227,323	$ 261,547	-13%
Dynamic Earth					
Attendance	39,559	35,792	39,469	38,242	3%
Revenue	$ 407,109	$ 364,182	$ 396,028	$ 409,085	-3%
IMAX Theatre					
Attendance	55,204	41,164	54,171	68,637	-21%
Revenue	$ 452,149	$ 341,141	$ 456,552	$ 577,067	-21%
Planetarium					
Attendance	22,806	16,653	22,534	25,998	-13%
Revenue	$ 120,901	$ 89,715	$ 112,010	$ 134,707	-17%
Total All Attractions					
Attendance	343,089	279,766	360,914	376,088	-4%
Revenue	$ 2,556,272	$ 1,726,589	$ 2,174,192	$ 2,471,719	-12%
School Attendance included in above					
Science Centre	20,598	19,737	24,149	24,756	-2%
Exhibit Hall	5,513	10,593	11,393	4,800	137%
Dynamic Earth	4,556	4,234	4,477	5,550	-19%
IMAX Theatre	10,194	8,383	9,797	13,849	-29%
Planetarium	2,192	2,035	2,723	3,396	-20%

External Sales Business and Development

Science North's external sales business continues to be impacted by the volatile markets in the US. However, some small gains have been made in diversifying our markets. Science North has had some success in Asia and expects to make some progress on the entry into the South American market by the end of the 2013-14 fiscal year. Science North expects to be below budget with its multimedia, exhibit and consulting revenues but significantly under budget with its profits because the centre had to cut its profit percentage significantly in order to secure the business. Science North's travelling exhibit business will also be under budget in its profit due to the delay in leasing some of its travelling exhibits.



Sponsorship revenues are expected to be on target by the end of the year, but Science North expects a shortfall in its grants revenue.

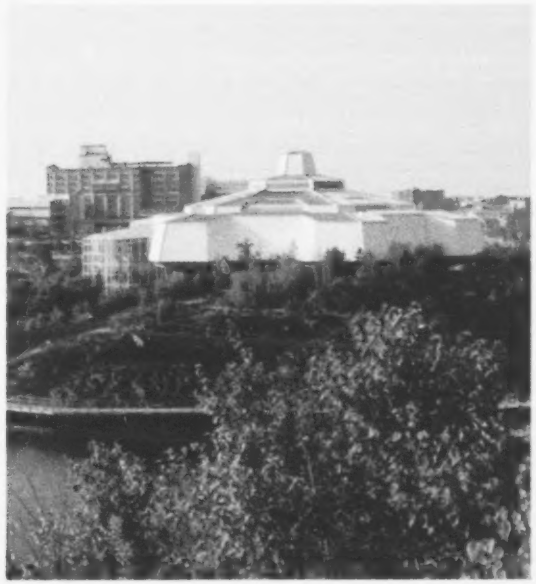
	2012-13 Actual	2013-14 Budget	2013-14 Projected
Operating Grant	$ 6,896,600	$ 6,825,900	$ 6,828,900
Self Generated Revenue	$ 8,366,819	$ 10,030,577	$ 9,107,497
Expenses	$ 15,368,641	$ 16,856,477	$ 16,090,158
Net Surplus (Deficit)	($105,222)	($0)	($153,761)

Operations

Staff have been diligently working on reducing costs and increasing revenues in other areas to offset as much of the shortage as possible. The biggest savings have been in leaving some vacant full-time positions unfilled and cutting back on seasonal staff hours, which has created an overall payroll savings for this fiscal year.

Review of 2013-14 – Capital Activities

While Science North is appreciative of the $950,000 in capital funding received from the Ministry of Tourism, Culture and Sport in September 2013, the timing of the allocation presented some challenges in allowing Science North to efficiently plan and execute the capital projects identified before the end of the 2013-14 fiscal year. The funding was allocated to six projects, some of which will be complete by fiscal year end and some that will trickle into 2014-15. The site work at both the Ramsey Lake Road and Dynamic Earth sites did not begin until well into the fall and will be completed in spring 2014.



Infrastructure capital work undertaken at the Ramsey Lake Road site includes:

- upgrading the site directly outside of the science centre with hard surfaces and ramping to enable improved accessibility and safety
- the construction of the new storage/staging area to support the growth in the centre's Northern Programs
- upgrades to the mechanical systems in the F. Jean MacLeod Butterfly Gallery
- installation of a new fall protection system on our roof to ensure the safety of our technical staff
- ongoing work on insulating problem areas to minimize heat and air conditioning loss
- the engineering, planning and site preparation for a new sustainable energy project

Dynamic Earth infrastructure capital renewal includes:

- engineering planning for the site renewal and some roadway and pathway upgrades
- outdoor lighting upgrades.
- a new ventilation system in the shop

And both sites will benefit from the investment of:

- a new point of sale/bookings system to improve the efficiency of its operations and better serve customers
- the implementation of the first phase of a new information system

Science North continued to work with the Ministry of Tourism, Culture and Sport on the implementation of an Asset Management System and looks forward its full implementation and integration into our operations and capital planning.

In addition to infrastructure capital activities, Science North undertook one new major exhibition project partnering with the Canadian Museum of Nature to develop and produce a 5,000 square foot exhibit on the Arctic entitled *Arctic Voices* (working title). This exhibit will launch at Science North in March 2014. The exhibit will move to the Canadian Museum of Nature in November 2014 and then be on tour through North America from 2015-2018.

Current and Forthcoming Plans 2014-15
Strategic Priorities and Goals

Our strategic priorities and goals have been guided by Science North's 2013-18 Strategic Plan, the development of which included extensive stakeholder consultations, research of key audiences, partners, supporters and non-supporters and environmental scans.

We have also been guided by our Business Planning Principles:

- Fiscal Responsibility: Spend funds as efficiently and effectively as possible
- A Corporate Viewpoint: Always incorporate consideration of the corporate-wide impacts of management decisions and actions
- A Long-Term Perspective: Consider the long-term Strategic Priorities
- Accountability: Be able to measure and report performance
- Innovation and Improvement: Incorporate continuous improvement into what we do and how we do it by cultivating a progressive and creative workplace
- Value to our Customers: Ensure that a focus on our customers is embedded in our actions

The resulting action items associated with achieving our Strategic Priorities and Goals are as follows:

Strategic Priority #1 Great and Relevant Science Experiences

Goal #1 Develop new and relevant science experiences to grow current and new audiences

Action 1	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Deliver a program of blockbuster exhibitions at Science North.	• Stage the *Arctic Voices* travelling exhibition in the Special Exhibits Hall for April 1 – October 13, 2014. from previous engagement survey	• Achieve an increase of 2.5% over actual 2013/14 science centre attendance and meet attendance and revenue goals set for the exhibition • Achieve 90% visitor satisfaction measured from visitor surveys

	• Lease and stage the *Ice Age* travelling exhibition for 2015. • Develop and produce exhibits to supplement the *Ice Age* exhibition. • Develop and implement a marketing plan that includes teaser exhibits in Sudbury and other Northern Ontario communities. • Open the exhibition on February 27, 2015	• Achieve science centre attendance and revenue goals set for March 2015 • Achieve 90% visitor satisfaction measured from visitor surveys
	• Develop a blockbuster Science North travelling exhibition for 2016. • Develop and produce the selected exhibit project to 50% design development.	• Manage the project on schedule and on budget

Action 2	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Renew the visitor experience at Dynamic Earth.	• Stage the *In the Money* exhibition and complementary program of events for April 1 – September 1, 2014.	• Meet attendance and revenue goals set for Dynamic Earth attraction for exhibition period.
	• Confirm a special exhibition for 2015-16 to open in March 2015.	• Confirm the exhibition by April 2014 and meet attendance targets set for March 2015.
	• Develop a plan for special exhibitions at Dynamic Earth for 2016 and 2017. • Research and document suitable travelling exhibits. • Conduct topic testing and audience research.	• Complete audience research by August 2014 • Complete plan for 2016 and 2017 by January 2015.
	• Produce and stage a sound and light show on the Big Nickel in July and August 2014 to celebrate the Big Nickel's 50th anniversary.	• Meet daily attendance goals set for the show
	• Stage an outstanding Halloween event.	• Meet attendance and revenue goals set for the 2014 Halloween event period

	• Develop, produce and install a new object theatre, *The Impact Theatre*, to open March 2015.	• Manage the projects on schedule and on budget: *Impact Theatre* opens on March 1, 2015, Science Park opens in July, 2015
	• Develop and initiate the building of an outdoor Science Park to open in July 2015.	• Meet attendance and revenue goals for Dynamic Earth for 2015

Action 3	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Develop and implement science program for varied audiences that will engage visitors with current science.	• Implement an annual program of events for a teen audience. • Build partnerships with other providers to increase attendance; Diversify programs to reach different segments of teen audience.	• Attract 1,210 teens and achieve revenue of $12,100
	• Implement an annual program of events for adult audiences including *Nightlife on the Rocks*, Explore Science Speaker Series, and science workshops. • Develop spring and summer programs that will complement the *Arctic Voices* exhibition and *Wonders of the Arctic* IMAX film.	• Attract 1,450 adults and achieve revenue of $14,500

Action 4	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Renew science labs in the science centre at Science North.	• Renew exhibits in the BodyZone and TD Canada Trust Toddler's Treehouse.	• Meet science centre attendance, visitor satisfaction and membership targets
	• Develop and implement energy exhibits to compliment the centre's new energy grid.	• Meet learning impact goals set for this project

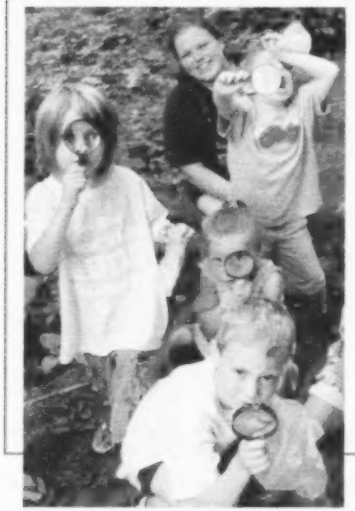
Action 5	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Renew the experiences in all of our existing theatres and launch a brand new show.	• Renew the hardware and story images in the *Nickel City Stories* object theatre at Dynamic Earth.	• Manage the project on schedule and on budget to open theatre in March 2015
	• Develop and produce an object theatre on healthy, active living (health theatre) in partnership with the Experimentarium science centre in Copenhagen. • Research and implement new technologies that will build interactivity into the theatre.	• Manage the project on schedule and on budget throughout 2014-15 and open the theatre in early 2016 • Support achievement of fundraising goal of $500,000.

Goal #2 Grow our reach in all of Northern Ontario

Action 1	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Deliver science experiences to First Nations (FN) by:	• Researching and identifying program needs for First Nations by meeting with First Nations communities to create relationships and identify program needs	• 2 new relationships established each year

	• Researching and submitting funding proposals for First Nations Programs	• $10,000 secured from grants for relationships • $25,000 grants or sponsorship for program delivery • $7,000 for teacher development/workshops
	• Hiring a funded intern to research and create connections with First Nations	• Research intern hired and work objectives for intern work achieved
	• Exploring potential partnerships with organizations (including agencies) that work and deliver programs to First Nations to gain more knowledge, share re sources and /or share deliverables	• 1 new partnership
	• Assessing and identifying teacher training opportunities in aboriginal communities and deliver teacher workshops	• Deliver 3 workshops in FN schools (Funding of $7,000 secured to cover workshop costs and travel)
	• Delivering outreach programs in First Nations schools	• 8 Outreach program days delivered in First Nation schools and 350 students reached
	• Delivering outreach programs in First Nations public events	• 5 First Nations communities reached through public events
	• Delivering e-workshops programs to First Nations schools	• 5 live interactive e-workshops to First Nations schools

Action 2	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Maximize educational experiences in Sudbury and across Northern Ontario by:	• Delivering school outreach programs across Northeastern and Northwestern Ontario	• Northeastern Ontario: 11,000 students (55 program days) • Northwestern Ontario: 7,000 students (43 program days)



• Delivering educational video/web conferencing programs to students across Northern Ontario	• Deliver 55 live interactive e-workshops (1,375 students)
• Maximizing teacher experiences in Sudbury and across Northern Ontario through workshops (including for specialty programs and accredited courses - Ministry Approved)	• Deliver 8 teacher workshops
• Attracting students to Sudbury science centres and its attractions	• Science North: 23,146 students • Dynamic Earth: 4,788 students • IMAX Theatre: 12,700 students • Planetarium: 3,092 students • Sunset to Sunrise Camp-ins: 1,600 students

Action 3	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Offer current, new and varied experiences throughout Northern Ontario by:	• Planning and delivering Science Festivals in major Northern Ontario communities	• Science Festival in 2 communities
	• Delivering public outreach programs in Northern Ontario communities	• Northeastern Ontario: 42 communities (50 events) • Northwestern Ontario: 12 communities (15 events)
	• Delivering summer camps across Northern Ontario	• Northeastern Ontario: 14 communities/ 1500 participants; • Northwestern Ontario: 12 communities/ 550 participants
	• Delivering programs to new audiences in Northern Ontario	• Northeastern Ontario: 1 new audience program • Northwestern Ontario: 5 new audience programs

Goal #3 Offer high quality interactive science learning experiences online

Action 1	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Increase the amount of science content online.	• Employ analytics and audience participation to determine ideal content.	• Increase visitation to our online science initiatives (including Cool Science, Facebook, Twitter, YouTube, etc). See measure below
	• Deliver regular online science content that relates to the labs inside the science centres to appeal to current visitors and to attract new audiences	• Increase web hits to lab experiences on Cool Science by 10% over previous year. Increase attendance by funneling online visitors to a specific call to action, either "buy now", "learn more", "sign up for updates", or "donate now"

Action 2	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Develop mobile apps to enhance the visitor experience.	• Create and implement an app for the *Arctic Voices* (working title) exhibition	• Launch the app in May 2014 • Achieve 2,500 downloads of the app from May to September 2014

Action 3	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Extend the science centre experiences online.	• Create opportunities for visitors to develop user generated content for the web.	• Implement one for March 2014 and one for July 1, 2014
	• Identify and fund augmented reality experiences within the science centres.	• Implement one experience to be complete by March 1, 2015

Strategic Priority #2 A Customer Focused Culture of Operational Excellence

Goal #1 Build a change ready culture

Action 1	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Communicate change ready culture & behavioural model in people, leadership and service environments.	• Identify and communicate leadership behavioural expectations in a change ready model.	• 70% positive assessment of leadership behaviours in new model (based on workforce feedback) • 5% increase in key leadership behaviours (based on workforce feedback)
	• Communicate and measure people, organizational and leadership behaviours.	• 360 tool reflects 70% positive assessment of coworker behaviour in new model
	• Identify and communicate service model in a change ready culture.	• 70% of workforce can provide clear examples of new service culture

Action 2	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Design and implement programs that motivate and reward change ready actions and behaviours.	• Design and implement recognition initiative to reinforce change ready actions and behaviours.	• Create a baseline of measurement to help identify specific initiatives to be pursued in 2015-16 and beyond.
	• Create new tools and approaches to incentive design and total rewards	• Tools and approaches reviewed, incentive plan and other total rewards changes
	• Implement motivational sessions to facilitate change readiness transformation.	• Minimum of one motivational event annually to support change ready model (multi-year project)

Action 3	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Develop a workforce model for the future.	• Implement tools and approaches for workforce planning.	• Identify and communicate key workforce metrics, workforce planning framework and tools implemented March 2015

Action 4	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Invest in learning.	• Implement coaching approaches and measurement tools	• Training sessions for supervisory employees held by March 2015 based on 2013-14 work to identify leadership behaviours
	• Continue focus on Northern Leadership Project (NLP), explore additional revenue options.	• Build leadership capability in-house and mobilize NLP program to extend into the community and across the North (multi-year project)
	• Focus training and development on achievement of key goals and skill based needs of future.	• Send one person on development opportunity under Marchbank Innovation Fund per year • Launch conference planning process that focuses selection of individuals based on objectives and learning aligned with strategic plan actions

Goal #2 Ensure world-class facilities and fully operational experiences

Action 1	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Create an exhibit and show maintenance management system that allows for proactive maintenance as well as reactive quick response for all Science North and Dynamic Earth exhibits.	• Determine and purchase duplicate exhibit components for immediate replacement in case of breakdown.	• Achieve 95% positive customer feedback from "exhibits working" survey question in 2014-15
	• Integrate theatre maintenance and hardware replacement plan within Science North Asset Management and CMMS system.	

Action 2	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Create and implement a cleaning/maintenance management system that ensures our buildings and grounds are reflective of being a world-class facility.	• Determine shortfall areas and establish new cycle of procedures as necessary.	• Achieve 95% positive customer feedback from "clean & well maintained" survey question in 2014-15

Action 3	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Implement the Ministry's Asset Management System and add on computerized maintenance management system (CMMS) for facilities.	• Identify and implement CMMS system leveraging the Asset Management System.	• Maintain operating repair costs at 2013-14 levels while still achieving 95% positive customer feedback per above

Action 4	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Determine, fund and implement long-term infrastructure investment strategy.	• Seek and secure opportunities to leverage new funding sources to maximize capital infrastructure investment. • Implement infrastructure improvements as funded by MoTCS and new funding sources.	• Complete capital infrastructure projects as identified in Business Plan ($3,040,000 in 2014-15)

Goal #3 Optimize processes, systems and technology to maximize ROI (Return on Investment)

Action 1	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Implement information management strategy as identified in 2012-13.	• Seek and secure opportunities to partner and fund the most efficient and effective information management system. • Implement the appropriate governance, direction, information structures, processes, tools and skill sets to support the effective management of information assets.	• Approval and implementation of system and policy by March 2015 • 100% use of shared servers at implementation • 50% reduction in redundancies and duplication of electronic records 6 months following implementation • 30% reduction of paper archives from 2013-14 inventory 6 months following implementation

Action 2	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Implement an integrated portfolio project and resource management system to evaluate ROI and deploy resources effectively for events, projects and programs based on qualitative and quantitative factors.	• Monitor use of and adoption of new system including mandatory time tracking. Implement improvements as identified.	• 100% use of new system for all projects to ensure effective resource allocation

Action 3	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Implement real time online and lobby kiosks that encourage advance sales and self-service.	• Continue testing new system implemented and make improvements as identified. • Lobby kiosks in place and available for visitor use by June 30, 2014.	• Customer service satisfaction of sales process of 85% or better by March 2015 • Increased online and kiosk sales to 5% of all ticket sales by March 2015 • Reduction of 2% in front desk labour costs in 2014-15 ($2,400 - offsets inflation)

Action 4	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Implement an efficient customer focused system for bookings (functions, groups, schools) and registrations (camps, programs).	• Implement online schools and groups bookings by July 31, 2014; camps and programs bookings by October 31, 2014; and functions bookings by January 31, 2015.	• Implementation by dates identified • Customer service satisfaction of online bookings process of 85% or better by March 2015. • Number of teachers completing bookings online is 30% by March 2015

Action 5	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Establish an accounting coding system to feed into all other reporting systems and project evaluation requirements.	• Identify data model to meet requirements.	• Model is complete for implementation in 2015-16

Action 6	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Identify and implement continuous improvement to operational processes.	• Update list of processes requiring review. Complete process mapping and implement identified improvements.	• Minimum of one process improvement implemented per year resulting in improved staff productivity, improved customer service, increased revenues or reduction of costs • Minimum net value of $5,000 per year while sustaining previous years savings. (Total process improvement savings from 2013-14 to 2018-19 is $25,000).

Goal #4 Practice environmental responsibility

Action 1	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Identify and implement environmental responsible operational practices with ongoing corresponding measurement and communication.	• Sustain initiatives implemented in 2013-14 and implement new additional practices identified and communicate to our visitors.	• Implement 3 new initiatives per year

Action 2	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Identify and implement projects with positive ROI based on environmental audits and/or metering.	• Implement projects identified and communicate to our visitors.	• Achieve reduction of 1% per year in energy consumption. (Total energy consumption savings from 2013-14 to 2018-19 is 5%)

Action 3	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Research, identify and fund highly visible renewable energy projects with positive Return on Investment (ROI).	• Implement Ramsey Lake Road site renewable energy project phases, which are fully funded. • Secure final funding needed for 100% implementation. • Research Dynamic Earth site renewable energy project.	• Ramsey Lake Road site renewable energy project 50% complete • 100% funding secured for all phases of Ramsey Lake Road site renewable energy project • Project and potential funding identified with positive ROI

Strategic Priority #3 Long Term Financial Stability

Goal #1 Grow and diversify our external sales revenue

Action 1	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Implement action plan to grow external sales in Asia.	• Continue to implement the action plan for growing sales in Asia.	• Achieve $2 million in sales in Asia from April 2012 to March 2015 - $750,000 achieved to September 2013

Action 2	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Develop and implement action plan to grow sales in another new emerging market.	• Implement the action plan (as funded in 2013-14) for growing sales in South America.	• Achieve $2 million in sales in South America from April 2014 to March 2017

Action 3	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Sell new multimedia theatre experiences that showcase new technology as developed by Science Program.	• Create a business case to support the development of new theatre products developed by Science Program – new Health Theatre with Experimentarium.	• A clearly defined business case to pursue selling profitable new multimedia experience

Action 4	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Integrate new Science North travelling exhibits into travelling exhibit business to achieve profit targets.	• Implement the marketing and sales plan for travelling exhibits.	• Secure leases for all of our travelling exhibits as follows by March 31, 2015: - 100% of all 2015-16 leases - 50% of all 2016-17 leases - 25% of all 2017-18 leases

Action 5	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Review our external sales business plan and adjust as necessary including our product and service offerings, market targets and marketing/sales strategies.	• Complete environmental scans, review financial performance, review marketing/sales ROI and adjust as necessary.	• 75% of 2015-16 external sales revenues budget (non-travelling exhibits) secured with signed contract by March 31, 2015

Goal #2 Grow philanthropic revenue streams

Action 1	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Develop and implement a communication strategy around charitable status (including on-site, on the web, in the community).	• Develop the plan • Finalize the plan • Implement the plan • Measure success	• Achieve an average of 50% awareness of Science North's charitable status in the community of Sudbury by March 2015

Action 2	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Develop and implement a 5 year action plan to increase donations including those from individuals, foundations, corporations, etc. *Some of the strategies may include planned giving, endowment fund, annual giving, etc. And capitalize on key events such as Science North/ Dynamic Earth anniversaries.*	• Develop the plan • Finalize the plan • Implement the plan • Measure success 	• $100,000 restricted; $50,000 toward operating (above current budget)

Action 3	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Develop and implement a 5 year action plan to increase corporate sponsorships. *Some of the strategies may include leveraging the mining industry, naming opportunities, leveraging Science North/Dynamic Earth anniversaries.*	• Develop the plan • Finalize the plan • Implement the plan • Measure success 	• Achieve $400,000 in sponsorship revenue for the operating budget

Action 4	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Develop and implement a 5 year action plan to increase corporate memberships.	• Develop the plan • Finalize the plan • Implement the plan • Measure success	• 60 corporate memberships

Action 5	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Launch a Capital Campaign to support all identified capital projects including travelling exhibits, infrastructure, renewal etc.	• Develop the plan • Finalize the plan • Implement the plan • Measure success	• $1,000,000 secured

Goal #3 Increase and maximize grant revenue

Action 1	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Implement strategy for maximizing grant revenue	• Develop plan for achieving funding target to support operational and capital priorities	• $150,000 of new net grant revenue for Science North's operating budget • $850,000 for exhibits and physical plant upgrades
This action is ongoing through 2018	• Maximize number of proposals submitted in Q1 and Q2	• 23 (75% of target of 30)
	• Identify new funding opportunities	• 12 (3 per quarter)

This action is ongoing through 2018	• Track existing and new opportunities	Grant lifecycle active in all stages at all times: • Proposals submitted and under review • Some proposals in development • Projects in implementation stages ($$ secured) • New opportunities being identified

Action 2	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Maximize accountability and credibility in Grants Managements	• Identify and establish policies for best practices in Grants Management	• 4 best practices identified by end of Q1
	• Refine and implement tracking and reporting systems utilizing best practices	• Develop and implement system by end of Q2

Goal #4 Explore and maximize all other potential revenue streams

Action 1	Major tasks (sub actions) that will be undertaken in 2014-15 to achieve targets	2014-15 Targets
Research and implement new revenue streams as identified.	• Sustain initiatives implemented in 2013-14 and implement new initiatives as approved for 2014-15.	• New net revenue of $25,000 achieved in 2014-15 while sustaining 2013-14 new revenues. (Total new net revenues from 2013-14 to 2018-19 is $125,000)
	• Prepare and submit new business plans for new additional initiatives by September 30, 2014.	• Approval of new initiatives by December 31, 2014 for implementation in 2015-16

Current and Forthcoming Plans 2014-15
Operational Performance

2014-15 will be a year commemorating two significant milestones: June 19, 2014 will mark the 30th anniversary of the opening of Science North's science centre; and July 22, 2014 marks the 50th birthday of the Big Nickel monument located at Dynamic Earth.

We begin our celebratory year with the world premiere of Science North's 10th travelling exhibit, *Arctic Voices*. Visitors to this exhibit will get a glimpse at what life is like in one of the most captivating regions on the planet -- the Arctic. They will explore the land, sea, and ice through interactive and artifact-based exhibits and multimedia experiences, and discover the fascinating wildlife that calls the majestic terrestrial and marine ecosystems home. Following the people that live there, visitors will see how they've adapted to changes in their environment and how they've maintained cultural traditions while advancing with the modern world. Visitors will also meet the scientists that are revealing what makes this place so special - and how we're all connected to the land of the midnight sun.

Arctic Voices will pair very well with Science North's newest giant screen (IMAX) film production, *Wonders of the Arctic*, which will also premiere at Science North in 2014. The Arctic has always been a place of mystery, myth and fascination. The Inuit and their predecessors adapted and thrived for thousands of years in what is arguably the harshest environment on Earth. Today, the Arctic is the focus of intense research. Instead of seeking to conquer the North, scientist pioneers are searching for answers to some troubling questions about the impacts of human activities around the world on this fragile and largely uninhabited frontier. *Wonders of the Arctic* is Science North's fifth film production for the IMAX® screen.

At Dynamic Earth, programming for the entire season will complement the Big Nickel's 50th birthday. The season will open with *In the Money*, a travelling exhibit developed by The Currency Museum of the Bank of Canada with expertise from Dynamic Earth. *In The Money* explores the science of note-based currency—starting with the earliest paper money printed in China—ranging from mulberry paper to cotton and linen rag and, ultimately, the polymer material used for Canada's new series of bank notes. This exhibition highlights the initiative, inventiveness and skill that have made today's bank notes easy to use and difficult to counterfeit. Featuring interactive stations and displays with fascinating facts and insights, *In The Money* provides a behind-the-scenes glimpse of modern methods for developing, testing and producing secure, innovative bank notes.

In addition to staging of this exhibit, Dynamic Earth will display its never-before-seen extensive global coin collection and host special events and activities, culminating in a community-wide celebration of the Big Nickel, a Sudbury icon.

The leisure market makes up the largest target market for all of Science North's attractions, representing almost 80% of our attendance. The largest portion of leisure visits happen during the summer months and March Break. Science North plans programming specifically to ensure high profile, changing experiences are available to attract both local and out-of-town visitors during these times.

Delivering science programs to schools is a large focus for Science North throughout the school year with the highest attendance occurring in May and June for end-of-year school field trips to Science North and Dynamic Earth. Science North also focuses on outreach programs delivered across the North by teams based in Sudbury and Thunder Bay.

As part of our focus to reach all of Northern Ontario, a component of Science North's strategic priority to deliver great and relevant science is to increase engagement with audiences online (includes all electronic communications like Science North's website, social media and mobile messaging). Staff Scientists, known as Bluecoats, post interesting science articles and videos to Science North's blog "Cool Science". The blog has also introduced a new "Ask a Scientist" feature that welcomes and encourages visitors to find out more about a specific topic that interests them. Bluecoats also actively encourage visitor participation with regular Facebook and Twitter posts. Science North uses analytics to determine content that our audiences are most interested in, which in turn increases activity online and awareness of Science North's attractions, products and services.

In developing attendance and revenue goals for all of Science North's markets – leisure, schools and groups, several factors were considered. Internally, historical attendance to Science North attractions and revenue patterns by market were reviewed, as well as the programs planned for our science centres, pricing strategies and capital plans. The 50th birthday of the Big Nickel and associated programming is expected to increase attendance to Dynamic Earth in the 2014-15 fiscal year. At Science North, the launch of the *Wonders of The Arctic* film is projected to increase attendance to the IMAX® Theatre, as has been the case in the past when the centre has launched a Science North-produced film. The coordination of the world premiere of this IMAX film and our *Arctic Voices* special exhibit will create additional visitor interest and is expected to result in increased attendance to the science centre.

Externally, the aging demographic in Northern Ontario is impacting attendance overall. Science North's core audience for most of programs has traditionally been a family audience and children in elementary schools. Science North has been strategically expanding its programming to appeal to a broader audience, including adults visiting without children and secondary school classes. This strategy will continue.

Although increasing gas prices and shrinking school field trip budgets have the potential to adversely impact school attendance, Science North anticipates a net increase overall for school visits.

In the IMAX Theatre, Science North is reviewing the opportunity to install digital projectors to increase the range of films that can be screened. Using digital technology will enable us to change film titles more frequently and bring in a wider range of topics, including more Hollywood style films. This is expected to mitigate the declining attendance trends and reduce our costs to have a positive net effect of just under $100,000.

In the 2013-14 fiscal year, Science North streamlined its membership program, with a better offer for smaller families and individuals and improved benefits for all members. The result has been a substantial increase in the number of memberships and associated revenue. Science North has budgeted for continued increases in membership revenue, which reduces the projected per head for attractions revenue.

Science North Attractions	2013-2014 Budget	2013-14 Year Projected	2014-15 Budget
Science Centre			
Attendance	145,607	143,203	149,897
Revenue	$ 1,089,313	$ 982,279	$ 1,055,819
Exhibit Hall			
Attendance	97,604	101,537	112,072
Revenue	$ 261,547	$ 227,323	$ 237,828
Dynamic Earth			
Attendance	38,242	39,469	41,477
Revenue	$ 409,085	$ 396,028	$ 424,520
IMAX Theatre			
Attendance	68,637	54,171	67,451
Revenue	$ 577,067	$ 456,552	$ 576,521
Planetarium			
Attendance	25,998	22,534	24,520
Revenue	$ 134,707	$ 112,010	$ 126,953
Total All Attractions			
Attendance	376,088	360,914	395,417
Revenue	$ 2,471,719	$ 2,174,192	$ 2,421,641
School Attendance included in above			
Science Centre	24,756	24,149	23,146
Exhibit Hall	4,800	11,393	9,180
Dynamic Earth	5,550	4,477	4,788
IMAX Theatre	13,849	9,797	12,700
Planetarium	3,396	2,723	3,092

	2013-14 Budget	2013-14 Projected	2014-15 Draft Budget
Operating Grant	$ 6,828,900	$ 6,828,900	$ 6,828,900
Self Generated Revenue	$ 10,027,577	$ 9,107,498	$ 10,445,281
Expenses	$ 16,856,477	$ 16,090,158	$ 17,274,181
Net Surplus (Deficit)	($0)	($153,760)	$0

Current and Forthcoming Plans 2014-15
Capital Activities

The Centre has over $3 million in depreciation expenses on physical assets each year, which is an indicator of the value of replacement required to ensure assets are maintained at acceptable levels. Furthermore, we have clearly identified the need for an annual $3 million investment to ensure our physical plant and systems at both Science North and Dynamic Earth operate efficiently while remaining compliant with regulations, avoiding obsolescence and ensuring a safe environment.

Priorities for 2014-15 include the renewal/refurbishment work required on Level 4 and Level 1a of the science centre at Science North, as well as ongoing upgrades to windows, doors, walls and lighting throughout, to ensure the centre becomes more sustainable and efficient. Renewal and refurbishment work is also required at Dynamic Earth as it enters into its second decade of operation. All of these projects are further identified in the three-year capital forecast on page 62.

Contingency Plan

As we complete the first year of our five-year strategic plan, Science North has implemented a rigid evaluation system to ensure key action items are tracked and reviewed, highlighting possible challenges and acting quickly to mitigate the risk to the organization. This well-thought-out strategic plan was developed using assumptions and core research in order to minimize risk to the organization including financial, market and environmental risks.

Science North's balanced scorecard incorporates the Centre's three strategic priorities and four key perspectives: customer, operational excellence, learning and innovation, and financial. This balanced scorecard is the organization's main reporting and analysis instrument. Quarterly updates and communication throughout the organization ensure that key risk areas are identified early and all levels of the organization are involved. This monitoring strategy allows Science North to respond quickly thereby keeping risk to a minimum.

Science North continues to ensure that its events, programs and projects are properly planned and implemented in order to mitigate any shortfalls in both financial and non-financial consideration. Critical operations include admissions, programs, onsite businesses and external sales revenues. The risk associated with each critical area is reduced through regular review and monitoring processes. Given the seasonal nature of the Centre's business, summer attendance and revenues are monitored and compared to goals on a daily basis. Admission revenues and attendance figures are published and reviewed weekly. Further analysis on all critical operations is completed and assessed on a monthly basis. Such analyses include budget to actual variance, unit breakdown, ticket sales, profitability analysis and project schedule completion. Major events are supported through an event cross-functional committee, an event plan, ongoing monitoring and a final results review. Any performance issues are acted upon immediately, if required, and considered in future endeavours. Customer service and interaction is monitored regularly as a means to improve service and delivery.

Critical business components operate independently of each other, thereby reducing the possibility of a significant negative impact on overall operation. Science North's external sales business is highly dependent on external factors such as currency fluctuation and economic stability. The centre continues to expand into more varied geographic regions to benefit from new emerging markets. External sales projects continue to be diversified and resources are appropriately allocated as a means to minimize risk. The Centre's finance unit reviews currency rates daily, thereby reducing currency fluctuation risk.

Funding and business opportunities are aggressively pursued to add new net revenues to the Centre's operations and form part of Science North's strategic goals. These new sources of income are required in order to offset the increasing operating costs of running two science centres. Science North continues to build these over future years to offset current projected deficits.

The Science North information technology team ensures critical information systems are backed up daily and weekly. In order to mitigate risk, tape backups are stored away from the main IT computer room. The system has been thoroughly tested and data has been successfully restored without issues.

Science North's IT infrastructure is being inventoried and a renewal strategy is under development. This will allow the centre to identify critical IT infrastructure components and develop plans to replace them prior to the end of their useful life, thereby reducing the risk of failure and extended outage periods for systems that are critical in conducting the organization's business.

Cash Flow

Science North's cash flow requirements reflect the seasonal nature of spending required in tourism and education based attractions. Based on highly seasonal business operation, the summer season generates higher costs. Attached as Appendix C are the Centre's cash flow requirements for 2014-15.

Resources Needed to Meet Priorities and Goals

A stable source of revenue

Science North receives a base operating grant to help support its operation and activities to serve Northern Ontario. While this grant is the foundation on which Science North operates, it will not sustain the continuing inflationary impacts of labour and other costs. Science North has made increasing its self-generated revenue a key goal over the next five years but the expectation is that it will not be enough to offset inflation resulting in anticipated deficits from 2015 onward therefore drawing down our reserves, which is not sustainable.

Additional revenue sources to support new initiatives

An ever-changing science centre is a core attribute of Science North. Funding for new initiatives and program and exhibit change are key to attracting repeat visitation and achieving revenue goals. Science North is launching a fundraising capital campaign so it can sustain the renewal necessary. Staff is also focused on seeking new partnerships and funding opportunities to continue and expand the reach across Northern Ontario including new audiences such as adults, teens and First Nations peoples.

Sound infrastructure

Aging buildings demand larger investment to maintain appropriate levels of safety and integrity. Science North believes a secure multi-year capital commitment averaging $3,000,000 per annum is required for its facilities. Science North is committed to seeking new funding opportunities leveraging the funding received from the Ministry to meet the required infrastructure renewal.

State-of-the-art technology

Science North made progress in 2013-14 in the replacement of some new operating systems. However the fast pace of change in technology requires continual investments in hardware, software and network capability.

Strong science partnerships

The Science North team will continue to partner and work with science advisory groups for exhibit and multimedia theatre development. The development of a new object theatre on healthy active living is a partnership with a leading science centre in Denmark. Renewal at Dynamic Earth will be successful through partnerships with the mining industry and mining research centres in order to develop new exhibits on innovative research and practices in mining. Strong science partnerships with our 'science neighbours', the Living with Lakes Centre and Health Sciences North, will help in the development of science programs for

specific audience groups and will contribute to Science North's communication of current and relevant science.

Strong and effective relationships with community partners in Sudbury and the North

Continued and increased community support is necessary to ensure Science North remains dynamic, current and pertinent in order to encourage repeat visitations and to draw new visitors. Community partners provide a wide range of support including marketing assistance, funding, sponsorships, and donations. This support allows Science North to meet its mandate for its visitors, the community and Northern Ontario. Strong and effective relationships with community partners will be particularly important as Science North enters a large-scale capital fundraising campaign to support renewal at its attractions.

A Change Ready Team

Science North's multi-year people strategy, with a focus on nurturing a change ready culture, will drive the people alignment to achieve the centre's vision. This investment includes shaping the culture focus with our workforce, designing and implementing reward changes that motivate change readiness, developing a workforce model that supports our changing needs, and continued return on investment focused learning and leadership development. Continued investments in a team that is change ready is essential to achieve our vision.

Staffing Summary

Science North's team of staff and volunteers are mobilized to provide the leadership and innovation to achieve the Centre's vision. Science North's workforce delivers relevant visitor experiences at the Centre's attractions in Sudbury, on the road throughout Northern Ontario including through a base in Thunder Bay, and on an international level through Science North's external sales of high quality science experiences. An innovative, change ready workforce is at the heart of Science North's continued success.

To deal with a competitive labour market and growing retention risks, Science North is investing in people through training and development, recognition and rewards, as well as coaching and inspirational leadership approaches. This helps to attract, motivate, and retain a great team, and ensures Science North will have a high performing workforce to achieve its vision. The staff group includes a core of full-time long-term staff who collectively bring over 1,200 years of Science North experience to address the centre's future challenges and opportunities. This team also includes staff in a variety of positions on an hourly basis.

Volunteers at Science North include co-ops, as well as adults and teens who are community ambassadors giving their skills, experience and energy to Science North.

	2014-15 Final Budget		2013-14 YTD Actual		2013-14 YTD Budget		2013-14 Year Budget		2013-14 Year Projection	
	Payroll Costs	FTE	Payroll Costs	FTE	Payroll Costs	FTE	Payroll Costs	FTE	Payroll Costs	FTE
Core Supervisory and full-time staff	$7,393,654	94	$4,622,607	78	$5,247,126	89	$7,385,335	94	$6,247,304	80
Hourly, part-time and casual staff	$2,055,699	71	$1,663,900	76	$1,643,847	75	$2,019,126	69	$2,131,602	73
Total	$9,449,353	165	$6,286,507	155	$6,890,973	164	$9,404,461	163	$8,378,906	153

	2014-15 Final Budget		2013-14 YTD Actual		2013-14 YTD Budget		2013-14 Year Budget		2013-14 Year Projection	
	Hours	FTE	Hours	FTE	Hours	FTE	Hours	FTE	Hours	FTE
Volunteers	15,500	195	13,060	226	11,250	180	15,000	195	16,200	195

Balance Sheet (unaudited)

As at December 31, 2013

Cash and long term investments	$ 14,142,873
Accounts receivable	1,311,004
Inventories and prepaid expenses	825,139
Fixed assets, net of depreciation	41,088,514
	$ 57,367,530

Accounts payable an deferred revenue	$ 4,495,786
Long term debt	1,840,433
Equities	51,031,311
	$ 57,367,530

Restricted Funds (unaudited)

The Centre maintains a variety of restricted funds that are restricted as to purpose and expendability and set aside by the Board of Trustees, the Province of Ontario or other benefactors. Attached in Appendix C is further detail on these funds. As of December 31, 2013 the Centre's reserve funds are composed of:

Capital Renewal Fund	$ 2,688,311
Operating Reserve Fund	3,339,024
Program and exhibit funds, endowments from benefactors for speakers, exhibits and program registration (principal must be kept intact)	629,396
Other	198,541
Total	$ 6,855,272

Communications Plan – 2014-2015

In 2014-15, Science North will embark on the second year of a five year strategic plan with a vision to be the leader among science centres in providing inspirational, educational and entertaining science experiences. Central to achieving this vision is Science North's unique method of communicating science: our science staff, Bluecoats, actively interact with visitors to connect them with science in their every day lives.

These interactions take place through four different channels: onsite in our two science centres, Science North and Dynamic Earth; via outreach to schools and communities in Northern Ontario; and digitally on our website, through social media and on mobile devices.

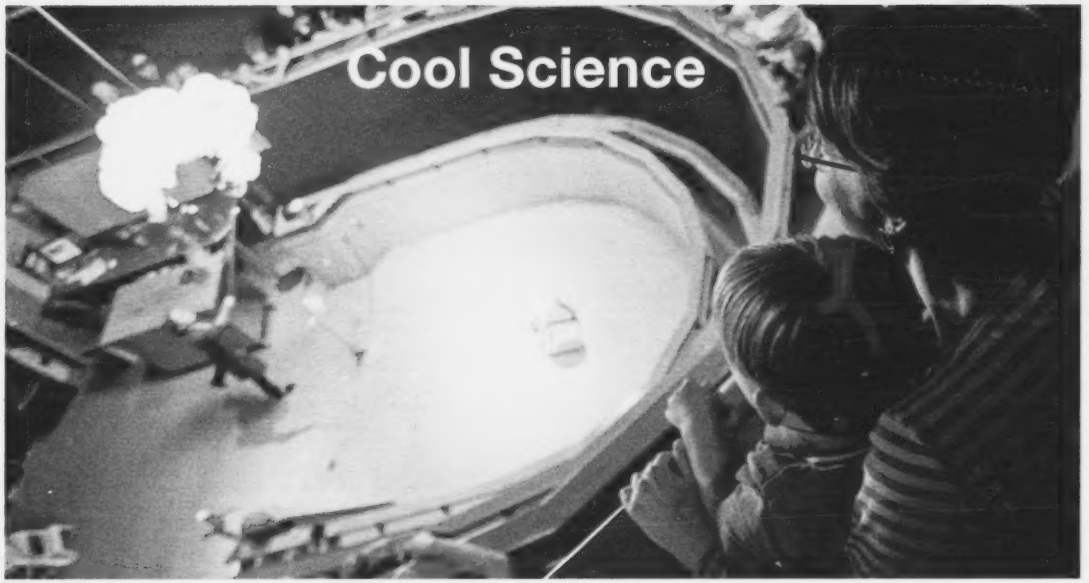
Science North on Ramsey Lake Road in Sudbury is the second largest science centre in Canada. This facility features a variety of experiences that offer high impact science interactions:

- The Science Centre including a renewed third level, the F. Jean MacLeod Butterfly Gallery and the *Wildfires! A Firefighting Adventure in 4D* show in the Vale Cavern
- The world premiere of *Arctic Voices* (working title), Science North's tenth travelling exhibit production, which will be at Science North from March 1 – October 13, 2014;
- Four object theatres: *The Changing Climate Show, Club Genome, Legends of the Great Lakes* and *Between the Stars*;
- The IMAX® Theatre that has 2D and 3D technology and features both documentary and Hollywood film programming;
- The Digital Planetarium with a dome screen, 36 seats and programming geared to astronomy.

Science North also operates Dynamic Earth, the eighth largest science centre in Canada, which is approximately 6 kilometers from the Ramsey Lake Road site. The main focus of Dynamic Earth, an earth sciences centre, is geology and mining with experiences that include:

- *Nickel City Stories*, an object theatre that celebrates the history of Sudbury;
- The MacLean Engineering Gallery, which will feature *In the Money* in 2014. This exhibit is owned by the Canadian Currency Museum and was developed in partnership with Science North.
- A state-of-the-art show in the Vale Chasm and an underground mine tour that provides a glimpse into the lives of miners in modern day and in days gone by
- The Atlas Copco digital theatre, which screens several films throughout the March – October season
- The Big Nickel, a nine metre high replica of the 1951 Canadian nickel. This national iconic roadside attraction celebrates 50 years on July 22, 2014.

Science North has a mandate to serve all of Northern Ontario, one of the ways in which this is accomplished is through outreach services. In addition to staff dedicated to reaching these audiences from Sudbury, staff at Science North's base in Thunder Bay serve communities in the Northwest of the province. Across the North, Science North delivers enriching science experiences to children of all ages via school outreach programs, and by offering fun and educational science experiences that appeal to families of all ages at fairs and festivals. In the coming year, Science North will increase its focus on reaching First Nations communities.



Another strategic goal is to increase science content online. Several years ago, Science North developed the "Cool Science Blog" on sciencenorth.ca with fun facts, exciting experiments and try-at-home science activities to increase our reach across Northern Ontario and world-wide. The blog has evolved to become a space to provide more in depth explanations, videos and science experiments. Science North has incorporated social media, specifically Facebook, Twitter and YouTube, as a means for sharing quick snippets of science content. Social media is also the primary communication tool for promoting new posts to Cool Science as well as upcoming events and activities.

Recently, the Science North website underwent a transformation that resulted in graphic redesign as well as a major structural change to ensure that the site is optimized for all mobile platforms and screen sizes. The result is better customer service and sets the stage for programming and experiences, such as augmented reality, that can be delivered to mobile devices over the next several years.

Science North's upcoming marketing and communications campaigns will focus on celebrating two "milestones". To celebrate Science North's 30th anniversary, we will premiere our latest travelling exhibit *Arctic Voices* and screen *Wonders of the Arctic*, Science North's newest film for the IMAX screen.

To celebrate the 50th birthday of the Big Nickel, Dynamic Earth will stage the *In the Money* travelling exhibit as well as introduce several currency themed exhibits throughout that science centre. Currently being planned is a community celebration on July 22, 2014, the day the Big Nickel turns a half-century.

The largest target audience for both Science North and Dynamic Earth remains the leisure market from both local and out-of-town visitors. The peak seasons for tourists are the March Break and the July-August family vacation times. A total of ten weeks represents approximately 70% of Science North's annual revenue. During these peak times, the sales focus to tourists is on the Dynamic Duo and Play All Day packages.

Since tourism is such a major source of visitation and revenue, Science North works in partnership with Sudbury Tourism and Northeastern Ontario Tourism to increase visitation to the region as a whole. In addition to offering Science North products on the Sudbury Tourism and Northeastern Ontario online package sales systems, several of Science North staff members are actively involved in the leadership of both organizations.

Locally, Science North focuses on the benefits of membership to encourage repeat visitation and increase attendance by the visiting friends and relatives (VFR) market.

In Science North's current strategic plan, expanding audiences is critically important to counteracting the effects that changing

demographics have had on attendance. The young family population that typically attends science centres like Science North is consistently declining in Northern Ontario, while the older population continues to grow. Science North's annual awareness surveys indicate the perception that Science North is "just for kids" continues to be a reality for a large portion of the population. Events like Science Cafés, *Nightlife on the Rocks*, and *Explore Science Speakers Series* are targeted at a range of adult ages to close the gap on that perception. Science North also hosts teen events to provide fun experiences for an age group that seldom visits Science North otherwise.

Changing demographics have also had an impact on school attendance, Science North's second target audience, over the years. As family populations decline, so do school populations. Typically, Science North attracts students from elementary schools locally during the school year, and out-of-town schools travelling for their year-end field trips in May and June. A variety of curriculum-linked programs are available throughout the year. In addition, Science North is actively working to build relationships with First Nations communities to better serve the needs of this market in the future. Building attendance from high schools is also an opportunity Science North is exploring, with programs linked to specific classes.

Science North's third target audience is organized visits by local special interest groups and the travel trade (bus tours) geared to both adult and educational group travel. For the travel trade, Science North, Sudbury Tourism and Northeastern Ontario Tourism work together to develop coordinated marketing activities encouraging increased travel to the region as a whole. Bus tour business has declined substantially over the years as two of the major tour bus attractions in the North have reduced operations.

Science North has identified green initiatives as part of the strategic plan. In addition to reducing Science North's carbon footprint, the centre will also "lead by example" and communicate the changes we are making to our visitors. Over the next few years, new initiatives will be communicated through

experiences inside the science centres as well as through Science North's internal marketing programs.

As a science centre focused on learning and innovation, understanding our audiences, their opinions and what they learn from Science North is also very important. Science North has an internal audience research team responsible for coordinating and disseminating data across the organization. The information gathered is used to improve customer service, evaluate informal learning by visitors and determine future programming.

Customer service remains a high priority for all experiences and there are several tools in place to measure satisfaction, monitor recurring service issues and take action to resolve visitor concerns. Science North has recently implemented response time measures that are reported quarterly. Visitors are offered online, paper and in-person opportunities to provide feedback and mobile opportunities are being implemented as well.

Both of our science centres continue to consistently score higher than 90% in ratings for customer service.

Five-Year Operating Financial Forecast
2014-15 to 2018-19

Science North is well positioned in this second year of its five year Strategic Plan to be the leader among science centres. This financial forecast captures the impact of Science North's action plans to ensure a successful outcome throughout the next five years, while ensuring a strong financial position for the Centre at the end of 2019.

Science North has aggressive plans in place to address the challenges of increased costs throughout the next five years in a climate of Provincial fiscal restraint. However, Science North anticipates fiscal challenges over the long-term. Science North plans to draw $350,000 from reserves in 2014-15. The Centre continues to seek innovative ways to increase its self-generated revenues and implement cost savings measures.

This financial forecast allows Science North to maintain its high level of customer satisfaction, ensure the structural integrity of two large facilities and continue to provide inspirational, educational and entertaining science experiences throughout Northern Ontario. Science North continues to focus on self-generated revenues to offset funding shortfalls. The Centre has strategic plans to diversify its granting and philanthropic prospects. In addition, Science North's action plans focus on identifying and implementing new revenue opportunities.

The Centre will profit from a full complement of travelling exhibits within two years, beginning with *The Science of Ripley's Believe It or Not!*® After a successful introduction at Science North in the summer of 2013, this exhibit is 92% secured for future revenue over the next five years. Science North is proud to introduce its newest travelling exhibit *Arctic Voices* scheduled to open in March 2014 complementing our newest IMAX film, *Wonders of the Arctic*. Science North is also well positioned with its external sales business to achieve our goals as we continue to gain from international markets.

A detailed financial forecast is attached in Appendix C. This forecast assumes a flat operating grant after 2014 and includes a 2% inflationary increase on supplies and services costs each year. With the implementation of environmental projects, Science North's energy consumption is expected to decrease while the price of energy continues to rise, offsetting any achieved consumption savings. Science North continues to seek innovative ways to improve its energy consumption and demonstrate our goal to practice environmental responsibility. Science North has anticipated annual deficits for the next five years as the centre's efforts to offset inflationary increases in all cost categories is not sufficient to arrive at a balanced budget and maintain a strong financial position by 2019. The draw from reserves in 2014-15 in the amount of $350,000 significantly impacts Science North's future financial position. The Centre will continue to build on this 2014-15 business plan by implementing successful strategies and adjust where necessary to work towards a balanced budget for future years.

Three-Year Capital Forecast 2014 to 2017

Science North owns $99,100,000 in capital assets, located on two sites in Sudbury. The increase over last year is due to investments in new travelling exhibitions and infrastructure renewal.

Buildings and property at the Ramsey Lake Road site support the Science North science centre, F. Jean MacLeod Butterfly Gallery, IMAX Theatre, Planetarium, Special Exhibits Hall, supporting business and sales operations, administrative support spaces and exterior site including boardwalks, walkways, driveways, parking facilities, picnic areas and other green areas. This 200,000 square foot complex located on 24 acres of land supports the majority of the Centre's staff and equipment and is open year round. This complex has grown in increments over the past 30 years, and is a patchwork of systems acquired at different times. The Science North building is an exhibit itself – an architectural representation of a snowflake as a symbol of the North – and special handling of building repair and rehabilitation is necessary for such a unique facility. Visitor experiences at Science North are delivered in the science labs of the exhibit building, in multimedia object theatres and the Discovery Theatre, through a 4D theatre experience in the Vale Cavern, with large format films in the IMAX Theatre, feature films in the digital dome Planetarium and science exhibitions in the Special Exhibits Hall. These experiences are extended through outreach programs that serve an area of Northern Ontario bigger than France.

Buildings and property at the Big Nickel Road site include a 38,000 square foot building and 1,800 feet of underground drifts located on 28 acres, fully open to the public 8 months a year, with more limited access in the winter months. This site's assets include the Dynamic Earth science centre, underground touring drifts, the Big Nickel monument, supporting business and sales operations, a small amount of administrative support spaces, and exterior site including nearby industry viewing areas, walkways, driveways, picnic areas and parking facilities. The exhibit galleries house rock and mineral exhibits, a children's Explora Mine, and multimedia object theatres. Dynamic Earth also has a 120-seat high-definition Atlas Copco digital theatre, and a 2,000 square foot ever-changing exhibit gallery named the MacLean Engineering Gallery.

Equipment and exhibits are integrated into building facilities and support the very unique features of the two sites. Systems at both sites include information technology infrastructure, wireless networking, phones, security, CCTV, electrical, mechanical, HVAC, boilers, chillers, lighting, elevators, etc.

Capital funding has been available on a year-to-year basis, and Science North has received approximately $1 million per year from the Ministry of Tourism, Culture and Sport for the last five years. However there is no commitment for capital funding for future years or any indication of increased contributions, which makes long term capital planning challenging. Compounding that challenge is the shortage in annual capital investment and therefore the Centre is falling behind on its asset renewal plan and maintenance costs are increasing as a result. An earlier and multi-year commitment from the Ministry would help Science North seek and secure opportunities to leverage new funding sources to maximize the Ministry's capital infrastructure investment. Planned rehabilitation will also allow for minimal visitor interruption, properly planned and tendered to obtain competitive pricing, and give consideration of seasonal conditions.

A. Physical Plant

Science North has continued to work on a physical plant capital asset renewal planning document that categorizes needs in exterior, interior, mechanical, electrical and systems, as advised by the Ministry and until the asset management system is completely implemented. The following outlines priority capital maintenance and equipment renewal

within these general categories along with renovation requirements on the exhibit floors to support continuous exhibit renewal and "green initiatives" that will strengthen our sustainability. Forecasted costs to implement these priorities for the next three years can be found in the Asset Management Plan in Appendix D.

Building Exterior

This category includes all outside components of the sites (parking lots, decks, landscaping, hardscaping, concrete work, curbs, etc.) contributing to safe and accessible grounds. Also included in this category are all elements of the building envelopes (foundations, cladding, glazing, exterior doors, roofs, etc.) contributing to energy savings. In both cases the integrity and appearance are also considered as part of the assessment for work required. Some of the priority items are:

- Windows and doors replacement on Science North buildings, including reglazing of windows in the F. Jean MacLeod Butterfly Gallery.
- Additional insulating of the crow's beak feature and other exterior cladding seals and repairs on the snowflake buildings on the Ramsey Lake Road site (this is an ongoing project).
- Curb, parking lot and pathway refurbishment at the Ramsey Lake Road site.
- Landscaping, roadway and pathway upgrades at Dynamic Earth.

Building Interior

This category includes components such as interior doors, elevators, equipment, floor and ceiling finishes, and millwork including upgrades to ensure visitor and staff accessibility, comfort and safety. Some of the larger, priority items that need to be addressed with these funds include:

- Science North's main lobby refurbishment including a new built in sales centre (which is currently not ergonomically supportive)
- Refurbishment of washroom finishes and floors at Science North
- Painting and flooring renewal in general office spaces at both Science North and Dynamic Earth

Systems

Science North has many systems and will need to continue to invest in these over the foreseeable future. These systems include our fire alarm, public address, security, signage, building automation and IT systems among others. Some of the priority items in this category include:

- Upgrading of the intrusion alarm system
- Network Attached Storage/File Sharing Document management, and information management systems to protect data and operate efficiently

Mechanical

This category includes all of the equipment that keeps the centre's HVAC, plumbing, potable water, and wastewater systems

functioning efficiently. As these systems near the end of their service life, replacement will enable operating cost savings due to more energy efficient units and increased reliability. Most of the priorities in this category will be identified through the asset management system being implemented by the Ministry.

Electrical

Lighting, distribution, and electrical control system wiring are the main components of this category. Some of the priorities here will be identified within the asset management system but other project type priorities include the replacement of all lights throughout all buildings (at both sites) with LED lighting. Much progress has been made in this area and the goal is to complete this over the next two years.

Sustainability Initiatives

In keeping with the centre's mandate and public profile, Science North would like to demonstrate creativity and leadership in further green initiatives. Some of the current initiatives that are being investigated are:

- Solar panels to tie into the Smart Grid technology currently being implemented
- Solar powered car recharging centres
- A solar powered hot water heater

Science North foresees implementing these options with a major emphasis on educating its visitors through relevant exhibit and programming development.

Dynamic Earth Mine Site Renewal

Dynamic Earth has unique infrastructure challenges in that the public goes underground to experience what it's really like to be in a mining environment. Certain components of the publicly accessible underground tour need engineering evaluation and refurbishment or replacement work.

Exhibit Floor Redevelopment Infrastructure Support

Future plans involve an effort to initiate and maintain a healthy level of 'continuous renewal' on the exhibit floors at both sites. Each of these changes involves renewal of infrastructure, both to accommodate the change and because it is a logical time to upgrade the specific area. Electrical, lighting, finishes (including floor, wall, ceiling treatments), configuration, and building envelope upgrades are all items that are considered when an area is redeveloped on the exhibit floors. The areas of renewal that have been identified as a priority over the next three years are object theatres on Level 4 of and the exhibit area on Level 1a of the science centre at the Ramsey Lake site, as well as all exhibit areas at Dynamic Earth.

B. Exhibit Renewal

Science North's excellent reputation has been built on high quality science exhibits, variety of experience, personal interaction and change. Exhibits change, shows change,

and programs change. Visitors, whether from the Greater Sudbury community or tourists, return because each visit to Science North includes new experiences. There is often something new to see on the exhibit floors, the live science programs change seasonally, and the major exhibitions in the Special Exhibits Hall change annually. Conversations with the Centre's "Bluecoats" or 'explainers' engage visitors with current science.

Well-planned and executed exhibit renewal is integral to Science North's first strategic priority of "Great and Relevant Science". The following outlines exhibit renewal plans for both of the science centres (Science North and Dynamic Earth) from 2014-2017. Forecasted costs to implement these priorities for the next three years can be found in the Asset Management Plan in Appendix D.

Science Labs at Science North

Each year, up to three science labs will be renewed.

- Exhibit development in the BodyZone will focus on active living and family play, communicating the guidelines of CSEP (Canadian Society of Exercise Physiology). These exhibits will complement an innovative new object theatre in the BodyZone.
- The TD Canada Trust Toddler's Treehouse, a special area just for preschoolers, will be renewed. Since opening in 2001, the Toddler's Treehouse has been a very popular visitor space and renewal will be science based, open-ended exploratory experiences for ages four and under.
- Exhibits on renewable energy and sustainable practices will be developed to complement a new energy grid project at Science North.
- Exhibit experiences in the Northern Ecosystem gallery will be renewed. New animal ambassadors may be added and current science research will be profiled.

Special Exhibitions

To meet the goals of both a changing science centre and a supplier of high quality exhibitions, Science North has set goals for its Special Exhibits Hall. Each year, Science North will alternate between leasing a science exhibition for its Exhibits Hall and creating and developing its own travelling exhibition. The following is Science North's special exhibits plan.

2014-15

Stage *Arctic Voices*, a Science North travelling exhibition from March 2014 to October 2014. *Arctic Voices* will then start its 5-year North American tour, its first stop being the Canadian Museum of Nature, our partner in the development of this exhibition.

2015-16

A temporary science exhibition will be brought in for a 6-month run of March 1 to September 1, 2015.

2016-17

Science North will develop its own travelling exhibition to open in March 2016 and run for six months to the end of August 2016. This exhibition will then tour across North America for a five-year period.

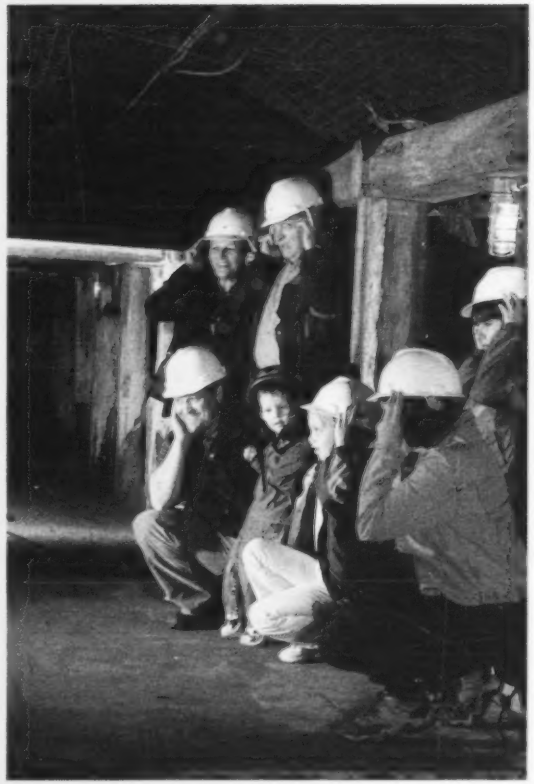
Object Theatres

Science North's four object theatres and the Vale Cavern 4D multimedia show were last renewed five years ago. From 2014-2017, Science North will renew three of these theatre spaces.

- A new object theatre on healthy active living will be developed and produced in partnership with Experimentarium, the science centre in Copenhagen. This theatre will be interactive and will use new and innovative visitor-friendly interfaces in its technical treatment.
- The *Between the Stars* object theatre on dark matter will be renewed in order to remain current with science discoveries in this area.
- *Nickel City Stories*, the original object theatre at Dynamic Earth, will be renewed and relocated at the Dynamic Earth site.
- A schematic and technical plan, as well as theatre infrastructure, will be completed for a new show in the Vale Cavern theatre.

Dynamic Earth

Dynamic Earth is beginning a multi-year exhibit renewal plan in order for the attraction to meet its main objective of increasing its visibility and strength as a mining education centre. The renewal goals focus on innovative exhibits that are responsive to changes and advancements in the mining industry, high quality and challenging education programs that will engage high school students and foster their interest in pursuing a career in mining or technology, and partnerships with industry in order to feature experiences on innovative research and practices in mining.



The following exhibit renewal projects will be undertaken 2014-2017 at Dynamic Earth:

- The underground tour will be renewed, with new media, props, and special effects, taking visitors on the journey of "Walking in the Footsteps of a miner".
- An outdoor Science Park will be developed, built and installed to open in July 2015. This new space will be connected to the existing Earth Gallery and will engage visitors with large-scale exhibits unique to the site and the geology of Sudbury and Northern Ontario.
- New science exhibits will be developed and installed in Dynamic Earth's current galleries that feature the new and innovative practices in mining. We will engage partners in the mining industry in order to showcase cutting-edge science and technology.
- A new current mining section will be developed, produced and installed for the Underground Tour to open March 2017. The underground drifts will be expanded and exhibits and experiences will be updated, especially those related to current mining.
- A new 2,500 sq. ft. travelling exhibition will be developed with an earth science theme to open at Dynamic Earth in 2016 and begin a five-year exhibit tour thereafter.

Information Technology (IT)/Electronic Service Delivery (ESD) Plan

The implementation of the IT Strategy has moved Science North forward, and many new initiatives are planned.

The Centre's first annual computer renewal has taken place, allowing the IT unit to take advantage of lower costs through "bulk" purchasing. Following the implementation of a new Voice Over IP telephone system, some process improvements and savings have been realized.

The IT steering team continues to focus on these key goals:

- Improved corporate decision-making in support of the centre's strategic priorities
- Simplified information sharing across units
- Long-term budgeting and planning
- Ensuring a solid and secure IT infrastructure to support operational activities

The following key projects have been identified as priorities for 2014-15:

Annual hardware renewal

As part of the IT Strategy, annual desktop and laptop renewal will take place based on the age of inventoried equipment. Office hardware will be proactively replaced with standard hardware models on a set renewal schedule. The IT unit can now take advantage of lower costs through annual "bulk" purchasing.

Information/Document Management Strategy

The information management strategy project is well under way, and is supported by the Centre's information technology team. The project team has developed initial information requirements. The overall strategy is being finalized, as is a detailed analysis of Science North's information system requirements.

A Document Management System will be selected and implemented in 2014-15. It will build on the Centre's existing file sharing system, but would add more rigour to how documents are managed. It will improve ability to find documents, manage versions, and simplify approvals. The Records Management component will allow Science North to define documents as records with specific retention criteria, thus improving the centre's ability to meet legislative requirements.

The IT team will be heavily involved in defining system specifications, participating in the procurement process as well as the organization-wide system implementation. As is the case with all networked systems, IT is responsible for ensuring that shared folders are backed up to minimize the risk of data loss.

Online Sales System

Requirements have been finalized for a new online sales system. This includes replacing several in-house developed applications and an off-the shelf system with a fully integrated sales and ticketing system. This large project also involves reviewing internal processes and optimizing them in the new system.

The new system has been selected and a phased implementation will take place over two fiscal years. The first phase is real time online ticketing, which may include ticket scanning and lobby kiosks to encourage advance sales and self-service.

The remaining phases will be implemented in 2014-15. Phase two consists of converting

Science North's existing online schools and group bookings system to the new system, and is scheduled for completion by July 2014. Phase 3, camps and program registrations, is scheduled for completion by the end of October 2014. The last phase involves converting the centre's functions business to the new system. This will be implemented by the end of January 2015.

As is the case with most new systems, many productivity improvements will be realized, as well as increased customer satisfaction through the use of a modernized integrated system. It is also expected that Science North will see an increase in its online sales after the new system is in place.

IT Infrastructure Renewal

When the IT Strategy was developed, it was identified that planned hardware renewal was required for both the infrastructure and desktop/laptop systems. Science North's current annual renewal cycle includes desktop equipment, but the same does not exist for its back-end infrastructure.

In order to continue to reduce risk to the organization, the IT team will be conducting a detailed inventory of all infrastructure components, identifying their criticality to the organization. A renewal schedule will be created based on the age of the various equipment components, much like the one in place for desktop and laptop equipment. This will allow Science North to identify long-term funding needs and plan accordingly, thus eliminating reactive system changes.

The IT team will investigate the possibility of incorporating infrastructure assets and renewal information into the new Ministry Asset Management Information System.

Funding

Funding for the initial implementation of these large initiatives is required, and generally comes from capital contributions from the Ministry of Tourism, Culture and Sport or other sources of one-time funding. Ongoing maintenance and upgrade costs are incorporated into operational budgets and are typically offset by the productivity improvements gained by implementing systems.

Initiatives Involving Third Parties

In addition to the relationship with the provincial government, Science North seeks and builds partnerships with third parties to more effectively meet its strategic priorities and to achieve the centre's vision and mandate. Forging strong partnerships provides Science North with additional resources to better serve its audiences. Partnerships include both financial and in-kind support, sharing of expertise and, in some cases, collaboration to meet mutual goals.

Science partnerships

Science North seeks and maintains partnerships that will support and further develop and implement its science initiatives. These partnerships are with science and education organizations in the Sudbury community, science centres and museums across Canada, as well as internationally. The centre currently has partnerships with Laurentian University (our partner in delivering the Science Communication Program); Cambrian College; CEMI (Centre for Excellence in Mining Innovation); Collège Boréal; local Boards of Education; the Living with Lakes Centre; NORCAT (Northern Centre for Advanced Technology Inc.); the Canadian Museum of Nature; and Experimentarium, a science centre in Copenhagen, Denmark. These partnerships help Science North to develop both exhibit and program content, diversify the centre's attendance, and contribute to the integrity and relevance of the centre's science communication. Specific examples of partnerships include collaborating on an exhibition, featuring scientific staff from the centre's partner organizations as science speakers, and spearheading new science program initiatives to target audiences.

Northern Ontario partnerships

Outreach partnerships. Science North has sought and pursued partnerships to further its outreach goals and serve Northern Ontario audiences.

- Science North just renewed its lease to rent office space at the Thunder Bay Boys & Girls Club. Science North receives free additional classroom and gymnasium space to deliver year-round programs including week-long summer science camps that run from late June to end of August. Joint programs such as a Family Day and New Year's Eve event are delivered in partnership with the Boys and Girls Club of Thunder Bay. In addition, Science North offers special programming at no charge for the children who participate in the Boys and Girls Club's after school drop-in program.

- A science festival including experiences for a variety of audiences such as families, adults and teens has been offered in Thunder Bay for the last 3 years. In 2013, events were held in collaborations with several partners including EcoSuperior, EarthWise, the Thunder Bay Museum and Fort William Historical Park. New partners will be sought for the upcoming festival.

- Science North will be planning a festival in Sault Ste Marie for Fall 2014 or spring 2015 and will be looking for partners to plan and deliver this event.

- Science North is working in collaboration with Science Timmins to offer special experiences to Timmins residents. Science Timmins is a not-for-profit group interested in promoting science learning.

- Science North has developed a strong relationship with the Northern Nishnawbe Education Council (NNEC). This has lead to opportunities to join NNEC on remote fly-ins to First Nations communities and is expected to continue.

- A relationship has also been developed with key individuals from the Nishnawbe Aski Nation (NAN) and it is expected this will provide opportunities to be invited and

introduced to NAN leaders in road accessible and remote communities.

- Science North has launched an interactive video conferencing program with students across the North. A partnership with Contact North is providing technical support as well as opportunities for schools in smaller communities to access studios for program delivery.

Northern Ontario attraction partnerships. Science North continues to explore opportunities to work with other Northern Ontario attractions to improve overall performance and benefits to Northern Ontario.

Tourism partnerships

Science North is a lead partner in the Sudbury Tourism Partnership, an initiative led by the City of Greater Sudbury, to drive tourism to the City. As a group, the Sudbury Tourism Partnership leverages more than $450,000 in marketing investment annually. In addition, Science North has several members of our workforce actively involved with the regional tourism organization (RTO 13a – Northeastern Ontario) by participating on the board and leading a marketing subcommittee. Science North will continue to seek and participate in partnership opportunities to drive tourism to Sudbury and Northern Ontario.

Media partnerships

Science North has developed partnerships with most media in the City of Greater Sudbury, which results in donated advertising. In the 2013-14 fiscal year, Science North will request additional donations from media to celebrate the science centre's 30th anniversary.

Funding partners

As part of the centre's strategic priority of long-term financial stability, Science North will continue to raise funds for exhibit and program development, and operations. Science North will pursue government funding at the municipal, provincial and federal levels, and funding partners in the private sector including sponsors, donors and community partners.

Partnerships to foster travelling exhibit business

Science North has just launched its 9th travelling exhibit, *The Science of Ripley's Believe It or Not*, working in partnership with Ripley Entertainment Inc. This exhibit has proven to be highly marketable based on the fact that 60% of the available lease slots are already booked. Science North also entered into a formal partnership with the Smithsonian Institution National Museum of Natural History (NMNH) to support their development of a travelling exhibit on the Human Genome, which opened in Washington in June 2013. Science North is leading the selling and touring of this exhibit. The development of our newest travelling exhibit, themed on the Arctic, is being developed in partnership with the Canadian Museum of Nature and will open at Science North in February 2014 before it moves to our partners location and then off on tour by Spring 2015. Science North is looking to partner with other institutions developing travelling exhibits, whether as a development or touring partner.

In addition to developing and launching these travelling exhibits, Science North is implementing strategies to enter into new markets in Asia and South America. This includes strategically developing partnerships with firms currently working in these target markets and securing funding to travelling exhibit tours to these target regions.

People Partnerships

- Internship partners. Science North regularly seeks partnerships with funders, both government and non-government, to support internships for the centre. These internships provide benefit to both Science North and its audiences and stimulate employment and skill development for those serving in internship capacities.

- Secondary and Post Secondary School Partnerships. Science North is actively partnering with local high schools, colleges, and the local university to recruit high quality talent into volunteer and staff positions. Northern Ontario students gain from the opportunity to explore diverse career options.

- CARP (Canadian Association of Retired Persons) Partnership. Science North is actively partnering with CARP Sudbury to recruit capable, energetic, and experienced volunteers into the Science North team. Part of this partnership includes hosting CARP Sudbury meetings at Science North, engaging CARP members in focus groups to better target marketing strategies and relevant products to an older adult market, and charitable giving.

- Volunteer Sudbury Partnership. Science North is partnering with Volunteer Sudbury to increase the Science North brand among potential volunteers through a mutually beneficial partnership. In exchange for Science North's support of the launch of Volunteer Sudbury's volunteer recruitment software, Science North has received prominent exposure on the Volunteer Sudbury website aiding in the recruitment of quality volunteers to Science North.

- Northern Leadership Project Partners. Science North has embarked on a Northern Leadership Project with Health Sciences North, the City of Greater Sudbury, and Laurentian University to accelerate leadership development in all four partner organizations through a 1-year leadership development program. There has been significant networking occurring among the participants in the program, as well as networking, information sharing and community building discussions between the Action and Advisory committee set up to govern the program, as well as the four executive sponsors. Science North, by playing a catalyst for this idea, has positioned itself as a community integration point where four organizations with common interests in serving the North have a new forum to share ideas about serving our community.

Mechanism to provide accountability from third parties to Science North

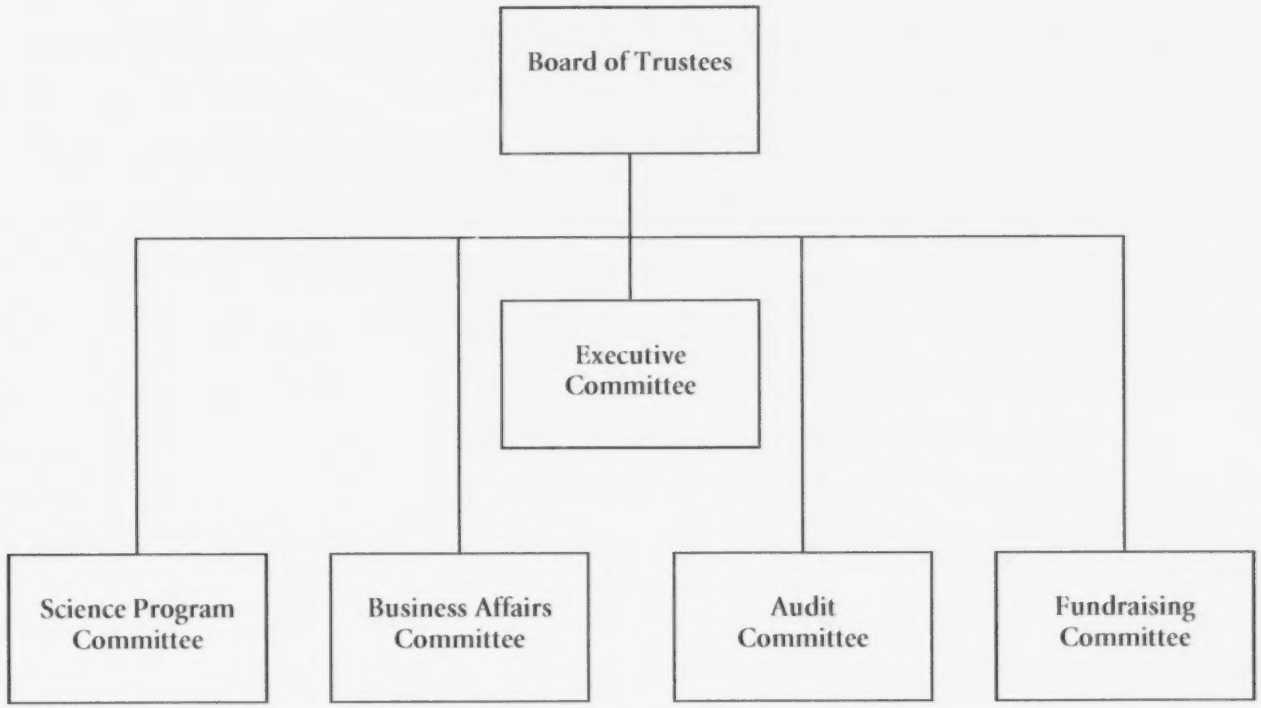
Science North has various mechanisms in place to ensure accountability from third parties with which it establishes partnerships. Depending on the nature of the partnership these include Memorandums of Understanding, contracts, letters of intent and letters of agreement that clearly outline the obligations of both the third party and Science North.

Appendices

Appendix A

Board and Committee Organizational Chart

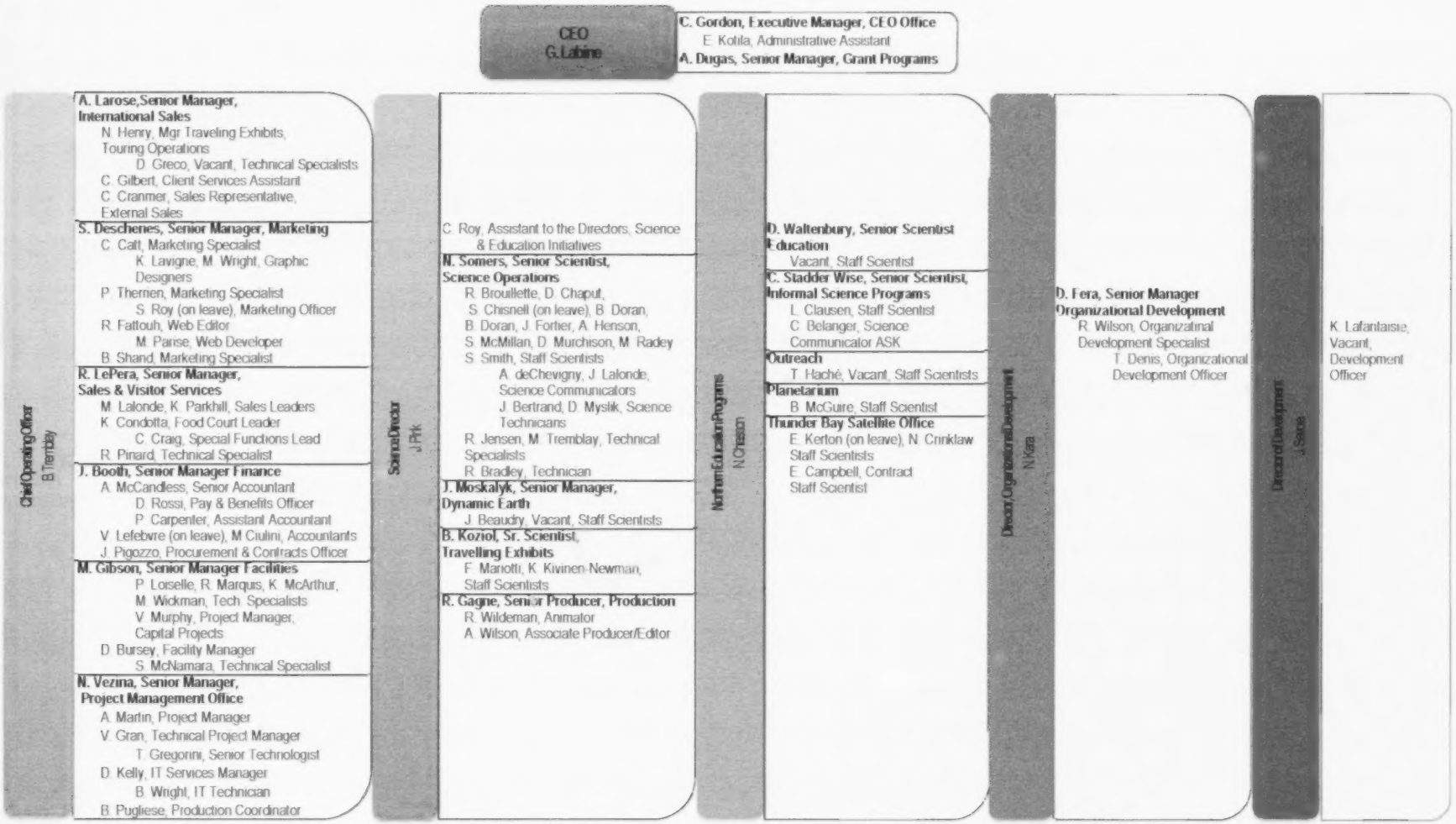
Board of Trustees
Organizational Chart



Appendix B

Staff Organizational Chart

Science North Organizational Chart


CEO
G.Labine
C. Gordon, Executive Manager, CEO Office
E. Kotila, Administrative Assistant
A. Dugas, Senior Manager, Grant Programs
Chief Operating Officer
B.Tremblay
A. Larose,Senior Manager, International Sales
N. Henry, Mgr Traveling Exhibits, Touring Operations
D. Greco, Vacant, Technical Specialists
C. Gilbert, Client Services Assistant
C. Cranmer, Sales Representative, External Sales
S. Deschenes, Senior Manager, Marketing
C. Catt, Marketing Specialist
K. Lavigne, M. Wright, Graphic Designers
P. Thernen, Marketing Specialist
S. Roy (on leave), Marketing Officer
R. Fattouh, Web Editor
M. Parise, Web Developer
B. Shand, Marketing Specialist
R. LePera, Senior Manager, Sales & Visitor Services
M. Lalonde, K. Parkhill, Sales Leaders
K. Condotta, Food Court Leader
C. Craig, Special Functions Lead
R. Pinard, Technical Specialist
J. Booth, Senior Manager Finance
A. McCandless, Senior Accountant
D. Rossi, Pay & Benefits Officer
P. Carpenter, Assistant Accountant
V. Lefebvre (on leave), M Ciulini, Accountants
J. Pigozzo, Procurement & Contracts Officer
M. Gibson, Senior Manager Facilities
P. Loiselle, R. Marquis, K. McArthur, M. Wickman, Tech. Specialists
V. Murphy, Project Manager, Capital Projects
D. Bursey, Facility Manager
S. McNamara, Technical Specialist
N. Vezina, Senior Manager, Project Management Office
A. Martin, Project Manager
V. Gran, Technical Project Manager
T. Gregorini, Senior Technologist
D. Kelly, IT Services Manager
B. Wright, IT Technician
B. Pugliese, Production Coordinator
Science Director
J.Pirk
C. Roy, Assistant to the Directors, Science & Education Initiatives
N. Somers, Senior Scientist, Science Operations
R. Brouillette, D. Chaput, S. Chisnell (on leave), B. Doran, B. Doran, J. Fortier, A. Henson, S. McMillan, D. Murchison, M. Radey, S. Smith, Staff Scientists
A. deChevigny, J. Lalonde, Science Communicators
J. Bertrand, D. Myslik, Science Technicians
R. Jensen, M. Tremblay, Technical Specialists
R. Bradley, Technician
J. Moskalyk, Senior Manager, Dynamic Earth
J. Beaudry, Vacant, Staff Scientists
B. Koziol, Sr. Scientist, Travelling Exhibits
F. Mariotti, K. Kivinen-Newman, Staff Scientists
R. Gagne, Senior Producer, Production
R. Wildeman, Animator
A. Wilson, Associate Producer/Editor
Northern Education Programs
N.Chiasson
D. Waltenbury, Senior Scientist Education
Vacant, Staff Scientist
C. Stadder Wise, Senior Scientist, Informal Science Programs
L. Clausen, Staff Scientist
C. Belanger, Science Communicator ASK
Outreach
T. Haché, Vacant, Staff Scientists
Planetarium
B. McGuire, Staff Scientist
Thunder Bay Satellite Office
E. Kerton (on leave), N. Crinklaw Staff Scientists
E. Campbell, Contract Staff Scientist
Director,Organizational Development
N.Kara
D. Fera, Senior Manager Organizational Development
R. Wilson, Organizatinal Development Specialist
T. Denis, Organizational Development Officer
Director of Development
J.Sevis
K. Lafantaisie, Vacant, Development Officer

Appendix C
Business Plan Financials

Operating Forecast (through 2018-19)

Previous Year Variance

Attendance Forecast (through 2016-17)

Proposed Transfer Payment Cash Flow

Reserve Funds

FINANCIAL FORECAST SUMMARY (unaudited)

AGENCY: Science North	2012-13 ACTUAL	2013-14 BUDGET	2013-14 PROJECTED ACTUAL	2014-15 FORECAST	2015-16 FORECAST	2016-17 FORECAST	2017-18 FORECAST	2018-19 FORECAST
PROVINCE OF ONTARIO								
MTCS Operating (including maintenance)	$6,896,600	$6,828,874	$6,828,900	$6,828,900	$6,828,900	$6,828,900	$6,828,900	$6,828,900
MTCS - Celebrate Ontario, Asia Funding	$126,446	$50,000	$93,301	$20,000	$20,000	$20,000	$20,000	$20,000
Other - OCAF, Summer Job Serv, Ont Tourism, NOHFC	$291,944	$153,000	$76,466	$163,000	$145,000	$145,000	$145,000	$145,000
1> TOTAL PROVINCIAL FUNDING	**$7,314,990**	**$7,031,874**	**$6,998,667**	**$7,011,900**	**$6,993,900**	**$6,993,900**	**$6,993,900**	**$6,993,900**
OTHER GOVERNMENT								
Greater Sudbury Development Committee, Ind Can	$56,851	$195,000	$137,366	$240,000	$240,000	$240,000	$240,000	$240,000
2> TOTAL OTHER GOV'T FUNDING	**$56,851**	**$195,000**	**$137,366**	**$240,000**	**$240,000**	**$240,000**	**$240,000**	**$240,000**
SELF GENERATED REVENUES								
Membership Fees	$418,210	$486,000	$532,500	$522,374	$530,481	$543,501	$561,936	$561,774
Individual Donations & Gifts	$0	$50,000	$30,000	$50,000	$50,000	$50,000	$50,000	$50,000
Corporate Sponsorships	$182,355	$350,000	$290,000	$350,000	$350,000	$350,000	$350,000	$350,000
Admissions	$2,556,335	$2,471,719	$2,174,192	$2,421,641	$2,547,223	$2,614,423	$2,702,592	$2,768,735
Special Events	$75,121	$106,265	$114,857	$113,851	$115,594	$117,493	$119,560	$119,560
Facilities Rental	$109,714	$95,028	$136,066	$142,187	$145,811	$145,811	$145,811	$145,811
Education/Program fees	$786,173	$834,472	$1,060,109	$798,987	$813,043	$824,291	$835,286	$843,200
Sales of Programs/Products/Expertise	$2,097,038	$3,285,115	$2,477,518	$3,387,453	$3,776,640	$4,059,740	$3,939,640	$4,219,616
Restaurant/Food Service	$687,147	$773,496	$685,569	$797,758	$831,732	$851,501	$872,704	$872,704
Gift Shop/Retail	$583,193	$623,665	$561,992	$630,194	$650,955	$672,515	$695,501	$695,501
Parking	$89,105	$95,000	$82,561	$95,000	$95,000	$95,000	$95,000	$95,000
Investment Income	$153,064	$138,486	$151,954	$162,836	$196,237	$721,237	$246,237	$246,237
Non-Government Grants	$0	$0	$15,000	$0	$0	$0	$0	$0
Fund transfers - restricted funds	$354,567	$330,347	$488,027	$550,000	$200,000	$200,000	$700,000	$200,000
Fund transfers- unrestricted and internally funds	$0	$0	$0	$0	$0	$0	$0	$0
3> TOTAL SELF GENERATED	**$8,102,022**	**$9,639,603**	**$8,800,384**	**$10,022,291**	**$10,302,716**	**$10,745,512**	**$10,804,258**	**$11,168,139**
4> TOTAL REVENUE: 1+2+3	**$15,473,863**	**$16,856,477**	**$15,936,397**	**$17,274,191**	**$17,536,616**	**$17,979,412**	**$18,038,158**	**$18,402,039**
EXPENDITURES								
Salaries & Benefits	$8,375,965	$9,404,461	$8,378,906	$9,449,353	$9,669,015	$9,868,080	$10,033,653	$10,165,675
Grants	$0	$0	$0	$0	$0	$0	$0	$0
Program Delivery	$1,945,733	$2,127,412	$2,130,840	$2,219,773	$2,329,020	$2,367,286	$2,435,694	$2,429,818
Cost of Programs/Products/Expertise	$1,675,988	$2,077,472	$2,474,243	$2,246,722	$2,138,195	$2,297,481	$2,279,654	$2,453,099
Administration	$794,223	$737,922	$686,446	$751,692	$759,480	$768,914	$778,436	$789,004
Restaurant/Food Service	$327,313	$339,670	$329,337	$349,509	$363,397	$370,667	$379,272	$379,514
Gift Shop/Retail	$291,131	$296,942	$256,679	$303,091	$312,091	$321,430	$331,397	$331,408
Occupancy/Lease	$0	$0	$0	$0	$0	$0	$0	$0
Maintenance/Utilities	$1,080,350	$1,241,316	$1,206,201	$1,267,399	$1,305,652	$1,340,969	$1,367,437	$1,398,319
Fleet & Security	$0	$0	$0	$0	$0	$0	$0	$0
Fundraising & membership development	$31,275	$31,440	$31,440	$32,097	$32,767	$33,449	$34,118	$34,800
Marketing & Communications	$541,430	$564,667	$543,330	$605,463	$614,841	$624,406	$634,124	$644,036
Other (specify): Fund Transfers - restricted funds	$295,233	$45,226	$40,736	$49,082	$49,082	$49,082	$49,151	$49,633
		$0		$0	$0	$0	$0	$0
		$0	$0	$0	$0	$0	$0	$0
5> TOTAL EXPENDITURES	**$15,368,641**	**$16,856,477**	**$16,080,159**	**$17,274,181**	**$17,563,540**	**$18,041,762**	**$18,322,938**	**$18,675,305**
Net Income Surplus/(Deficit): 4-5	**$105,222**	**$0**	**($153,760)**	**$0**	**($26,924)**	**($62,350)**	**($284,779)**	**($273,274)**

AGENCY: Science North	2012-13 Variance (Operating - unaudited)			
	2011-12 ACTUAL	BUDGET	2012-13 ACTUAL OUTCOME	VARIANCE
GOVERNMENT SUPPORT				
MTCS Operating (including maintenance)	6,964,400	6,896,600	6,896,600	0
MTCS Celebrate Ontario, Asia Funding	36,609	70,000	126,446	56,446
Other - OCAF, Summer Job Service, Ontario Tourism, NOHFC, Industry Canada	543,870	219,664	348,795	129,131
SELF GENERATED				
Membership Fees	434,996	522,250	418,210	(104,040)
Individual Donations & Gifts (with book value)	16,138	0	0	0
Corporate Sponsorships	160,459	300,000	182,355	(117,645)
Admissions	2,074,598	2,707,160	2,556,335	(150,825)
Special Events	111,027	99,800	75,121	(24,679)
Facilities Rental	84,293	92,710	109,714	17,004
Education/Program fees	760,712	811,695	786,173	(25,522)
Sales of Programs/Products/Expertise	1,968,234	3,085,278	2,097,038	(988,240)
Restaurant/Food Service	689,514	807,866	687,147	(120,719)
Gift Shop/Retail	570,017	638,530	583,193	(55,337)
Parking	84,665	96,000	99,105	3,105
Investment Income	249,349	120,000	153,064	33,064
Non-Government Grants	0	0	0	0
Fund Transfers - restricted funds	592,091	502,576	354,567	(148,009)
TOTAL REVENUES	**15,340,972**	**16,970,129**	**15,473,863**	**(1,496,266)**
EXPENDITURES				
Salaries & Benefits	8,991,673	9,358,109	8,375,965	(982,144)
Grants	0	0	0	0
Program Delivery	1,906,422	2,202,573	1,945,733	(256,840)
Cost of Programs/Products/Expertise	1,592,996	1,867,816	1,675,988	(191,828)
Administration	720,493	788,685	794,223	5,538
Restaurant/Food Service	340,140	347,399	327,313	(20,086)
Gift Shop/Retail	285,013	308,532	291,131	(17,401)
Occupancy/Lease	0	0	0	0
Maintenance/Utilities	1,087,239	1,230,957	1,090,350	(140,607)
Fleet & Security	0	0	0	0
Fundraising & membership development	21,943	32,200	31,275	(925)
Marketing & Communications	507,134	544,183	541,430	(2,753)
Fund Transfers - Restricted	65,488	289,675	295,233	5,558
TOTAL EXPENDITURES	**15,518,541**	**16,970,129**	**15,368,641**	**(1,601,488)**
Net Income Surplus/(Deficit)	**(177,569)**	**0**	**105,222**	**105,222**

Notes:

ATTENDANCE (unaudited)							
AGENCY:	2011-12	2012-13	2013-14	2013-14	2014-15	2015-16	2016-17
Science North	ACTUAL	ACTUAL	FORECAST	REFORECAST	FORECAST		
ATTENDANCE							
Public	149,257	245,568	255,976	243,150	274,739	280,276	287,500
Member	54,308	43,741	53,197	50,136	49,791	51,036	52,312
Schools	45,572	43,053	52,351	52,539	52,906	54,020	54,729
Group Tours	11,503	10,727	14,564	15,089	17,980	17,708	18,085
Total	**260,640**	**343,089**	**376,088**	**360,914**	**395,416**	**403,040**	**412,626**

Science North
Proposed Transfer Payment Cash Flow
For 2014-15

	1st Quarter			2nd Quarter			
	April	May	June	July	August	September	Total
Operating	$ 1,660,200	$ 1,660,200	$ 1,660,200	$ 1,660,200			$ 6,640,800
Maintenance	$ 188,100						$ 188,100
Total	$ 1,848,300	$ 1,660,200	$ 1,660,200	$ 1,660,200	$ -	$ -	$ 6,828,900
Cumulative	$ 1,848,300	$ 3,508,500	$ 5,168,700	$ 6,828,900	$ 6,828,900	$ 6,828,900	$ 6,828,900

Science North Reserve Funds

Science North maintains reserve funds as a key component of its multi year business planning, budgeting cycle and risk management strategy. These funds are a strategic component of the Centre's long term, comprehensive and coordinated planning and financial stability.

Externally Restricted Funds

With original principal provided by an external benefactor, the terms of these funds are restricted to a specific purpose, as defined by the donor. The principal is restricted as to its expendability, remains intact and the investment income on the fund is spent on specified programs.

Program Funds $629,396

Science Centre Endowment Fund: Investment earnings from the Endowment Fund will support investment in science programming and exhibit development.

Speakers' Fund: Based on a major donation from a trust fund, the investment income funds the cost of providing public lectures.

Neilson Children's Camp Fund: Donations in memory of the late Greg Neilson, an early Science North employee, earns interest to send disadvantaged children to Science North's science camps.

Laamanen Fund: Donations from friends and family of the late Risto Laamanen, Science North's Chair, have established this annuity fun to send disadvantaged children to Science North's science camps.

Hennessy Visiting Scientist Fund: Donations in memory of the late Spike Hennessy, a former Trustee, have established this fund, the purpose of which is to promote exchanges of scientists.

Plexman Fund: This fund was established with the donation from the family of the late Gail Plexman, a local educator, to fund equipment and resources to support educational programs.

Marchbank Innovation Fund: Established to recognize the service of Jim Marchbank, CEO of Science North from 1987 to 2011, the goal of the fund is to spark the imagination of staff and give them opportunities to search out new methods and ideas for engaging Science North's audience in the process and discovery of science through learning and collaboration with other science communication organizations.

Mary Toppazini-Bernardi Fund: The Mary Toppanzini-Bernardi Fund was established in 2013 to recognize Mary Bernardi who was a member of Science North's Board of Trustees from 1987 to 2011, a longtime friend to Jean MacLeod, and a passionate Sudburian. The Fund was launched in with a contribution from Ms. Bernardi at the time of her passing. Additional donations will be accepted from individuals, corporations and foundations to continue to build the Fund.

Capital Renewal Fund $2,688,311

Originally established in 1987 with funding from the Province, this fund is used for the replacement or renewal of major components of the physical plant, which are required as the buildings age.

Designated Funds

Designated funds have been established by the Board for specific restricted purposes as part of the Centre's long term planning for upcoming investment and for contingency and mitigation of operating financial risk.

Operating Reserve Fund $3,339,024

Surpluses generated from past operations have been set aside to help provide stability in the Centre's finances to stabilize operations and mitigate risk. These funds are available to be used in years when deficits arise, or when inadequate funding does not allow a balanced budget.

Waterfront Development Reserve $198,541

These monies are held for investment in future waterfront projects on the Science North site.

Appendix D

Asset Management Plan

AGENCY NAME: Science North
FISCAL YEAR: 2014 to 2017
ASSET MANAGEMENT PLAN

Purpose: to identify capital projects in progress, or to be undertaken over the next 3 years as part of the asset management plan.

No.	Capital Project Name and description	New Project? Y/N	Total Cost $	Capital funding provided by self-generated funds $	Partner funding (Private Sector) $	Expected contribution by MTCS $	Expected contribution by other government partner $	Previous Funding (Source / Year / $ Amount)	Related operating costs $	Projected Start Date	Projected End Date	2014-15 Cost $	2015-16 Cost $	2016-17 Cost $	Project Cost to be Expensed or Amortized?	Project Priority (H, M, L)	Estimate of jobs to be created	Revenue generated or savings achieved by completing the project $	Impact if the project is delayed or not completed	Contingency plans in the event of a delay or non-completion	Projected cash flow from multi-year projects $
	Physical Plant																				
	Building Exterior	Y	3,150,000	250,000	250,000	1,850,000			see Note 1	May 1, 2014	March 31, 2017	1,150,000	1,000,000	1,000,000	Amortized	H/M	55		safety hazards, accessibility issues and unacceptable appearance	reprioritize/ delay / areas inaccessible	see Note 1
	Building Interior	Y	1,415,000			1,415,000				April 1, 2014	March 31, 2017	400,000	540,000	475,000	Amortized	H/M	28		safety hazards, accessibility issues and unacceptable appearance	reprioritize/ delay / lower standards	
	Mechanical	Y	895,000			895,000				April 1, 2014	March 31, 2017	250,000	425,000	340,000	Amortized	H		$15,000/yr	regulations non-compliance, system failure, obsolescence	reprioritize/ delay /shift operating funds	
	Electrical	Y	640,000			640,000				April 1, 2014	March 31, 2017	190,000	225,000	165,000	Amortized	H		$15,000/yr	regulations non-compliance, system failure, obsolescence	reprioritize/ delay /shift operating funds	
	Systems	Y	705,000			705,000				April 1, 2014	March 31, 2017	250,000	225,000	160,000	Amortized	M		$15,000/yr	regulations non-compliance, system failure, obsolescence	reprioritize/ delay /shift operating funds	
	Exhibit Hall Redevelopment Infrastructure Support	Y	750,000	150,000	300,000	300,000				April 1, 2014	March 31, 2017	280,000	270,000	250,000	Amortized	H		see note 2	inability to implement new exhibits impacting visitor experience	reprioritize/ delay / lower standards	
	Dynamic Earth mine site renewal	Y	775,000		300,000	375,000				May 1, 2014	March 31, 2016	350,000	75,000		Amortized	H/M	4	see note 2	safety hazards, accessibility issues and unacceptable appearance	reprioritize/ delay / areas inaccessible	
	Scaling and securing rock	Y	100,000		50,000	50,000				November 1, 2015	March 31, 2016	50,000	50,000		Amortized	H	2		safety hazards, and inability to implement new visitor experiences	reprioritize/ delay / areas inaccessible	
	Sustainability initiatives	Y	1,055,000		250,000	555,000	250,000			April 1, 2014	March 31, 2017	375,000	380,000	150,000	Amortized	M	3	$30,000/yr	energy cost increases, negative brand image	reprioritize/ delay / lower standards	
	Infrastructure project planning	Y	275,000			275,000				April 1, 2014	March 31, 2017	75,000	75,000	75,000	Amortized	M	4	$30,000/yr	ineffective project planning, increased project costs	reprioritize/ delay /shift operating funds	
			9,370,000	**400,000**	**750,000**	**2,950,000**	**250,000**					**3,010,000**	**3,175,000**	**3,175,000**			**156**				
	Exhibits																				
	Planetarium Technology Upgrade	Y	350,000	50,000			300,000			April 1, 2014	March 31, 2017	350,000			Amortized	H	2	$30,000/year	Pre-programming available / low visitor attendance & satisfaction	delay/ investigate alternative use of space	
	IMAX Theatre Digital Projectors	Y	900,000	600,000			300,000			April 1, 2014	March 31, 2017	900,000			Amortized	H	15	$60,000/year	Pre-programming available / low visitor attendance & satisfaction	delay/ investigate alternative use of space	
	Science Centre Labs Body Zone & Toddlers' Treehouse	Y	700,000	300,000	250,000		150,000			April 1, 2014	March 31, 2017	300,000	300,000	150,000	250,000	Amortized	H	17	see note 2	deteriorating exhibits / low visitor attendance & satisfaction	delay / investigate alternative funding	
	Science Centre Object Theatres	Y	1,500,000	250,000	500,000		750,000			April 1, 2014	March 31, 2017	500,000	500,000	500,000	500,000	Amortized	H/M	25	see note 2	deteriorating exhibits / low visitor attendance & satisfaction	delay / investigate alternative funding	
	2016 Travelling exhibition	Y	2,000,000		1,000,000		1,000,000			April 1, 2014	March 31, 2017	600,000	1,400,000		Amortized	H	15	$1,000,000/yr	external sales revenue targets not achieved	change business model	
	2018 Travelling exhibition	Y	2,000,000		1,000,000		1,000,000			April 1, 2016	March 31, 2019			600,000	Amortized	H	15	$1,000,000/yr	external sales revenue targets not achieved	change business model	
	Yale Cavern Theatre	Y	1,600,000	500,000	250,000		850,000			April 1, 2016	March 31, 2018			600,000	Amortized	M	26	see note 2	deteriorating exhibits / low visitor attendance & satisfaction	delay / investigate alternative funding	
	Dynamic Earth Multimedia Theatres	N	1,150,000	250,000	250,000		300,000	150,000		October 1, 2013	March 31, 2016	250,000	250,000		Amortized	H/M	19	see note 2	deteriorating exhibits / low visitor attendance & satisfaction	delay / investigate alternative funding	
	Dynamic Earth Outdoor Visitor Experience	N	1,275,000	500,000	250,000		250,000	75,000		October 1, 2013	March 31, 2016	450,000	250,000		Amortized	H	15	see note 2	deteriorating exhibits / low visitor attendance & satisfaction	delay / investigate alternative funding	
	Dynamic Earth Reversal of Galleries	N	1,000,000	100,000	100,000		500,000	100,000		October 1, 2013	March 31, 2016	500,000	500,000		Amortized	H/M	12	see note 2	deteriorating exhibits / low visitor attendance & satisfaction	delay / investigate alternative funding	
	Dynamic Earth Underground experience	Y	1,000,000	500,000	500,000		1,000,000			April 1, 2014	March 31, 2017	500,000	1,000,000	500,000	Amortized	M	15	see note 2	deteriorating exhibits / low visitor attendance & satisfaction	delay / investigate alternative funding	
	Dynamic Earth New Travelling exhibition	Y	750,000		250,000		500,000			April 1, 2014	March 31, 2016	250,000	500,000		Amortized	M	17	$750,000/yr	external sales revenue targets not achieved	change business model	
			15,015,000	**2,350,000**	**4,150,000**		**7,800,000**	**325,000**				**4,870,000**	**6,750,000**	**2,850,000**			**248**				

Note 1: There are no incremental operating costs for any projects listed. Our goal is to maintain existing operating costs.

Note 2: Exhibit Renewal helps to support our annual attraction revenue increases for Science North ($70-80,000 per year) and Dynamic Earth ($30-50,000 per year).

Note 3: As identified in each year and column.

Appendix E

Risk Assessment

Risk Assessment Worksheet

Risk Worksheet	Science North							
Risk Enter brief description of risk.	**Related Strategic Priority** What strategic priority would risk affect? (If any, enter related objectives, goal or targets, etc)	**Impact & Scope Description (Consequences)** Identify impact if risk occurs: both financial and non-financial (operational, reputation, etc). Review data, statistics or historical information where possible. Quantify consequences in relation to cost, quality, time (include exact figures and dates).	**Likelihood and Impact** Likelihood: Low, Medium, or High Impact: Low, Medium or High	**Mitigation Strategies (Action Plans)** Mitigation strategies usually not include 'asks' for increased provincial funding or resources. Please describe agency strategies to manage risk. Identify whether this strategy is already in place or when it will be implemented (with exact dates). Identify the expected residual risk remaining after strategy has been implemented. State current status of mitigation strategy.	**Overall Risk Assessment** Low, Medium, High	**Risk/Mitigation Funded?** Has the cost of risk mitigation or entire risk been included in budget allocations?	**Risk Owner** Position responsible for mitigation strategy and ensuring issue or risk is managed.	**Target Dates for Mitigation Strategies**
Risk Category:	**Strategic/Policy/Performance - risk that strategies and policies fail to achieve required/targeted results and do not properly support business needs; include stakeholder and public perception/reputation risks; potential underachievement of performance targets; and program objectives whose achievement is highly dependent on other initiatives.**							
Strategies and goals fail to achieve required/ targeted results	Great & Relevant Science, Operational Excellence, Financial Stability	Reduced impact of science learning and delivery of Science North mandate, reduced attendance, reduced revenues and increased costs/inefficient operations.	Likelihood: Medium Impact: High	Performance measurement practices are in place to track progress and take corrective action where warranted balance scorecard aligned with priorities.	Medium	Yes	CEO, Snr Executive Team	ongoing
Operating Grant remains frozen for future years.	Great & Relevant Science, Operational Excellence, Financial Stability	A flat operating grant level is insufficient to cover annually increasing cost pressures such as staffing, utilities and general expenses. Even with conservative inflationary assumptions, these will increase our operating costs by $150,000 annually.	Likelihood: High Impact: High	Strategic plan has a focused priority on increasing our revenues from non traditional sources. If these are not secured, new activities would not be implemented and current program levels would be scaled back. In the short term, previously accumulated reserves would be drawn down.	Medium	Partially	CEO, Snr Executive Team	ongoing
Changes in decision makers including funding agencies	Great & Relevant Science, Operational Excellence, Financial Stability	Funding successes are based on these relationships and Science North's demonstrated credibility. Successful partnerships provide funding, resources and program support. Lost or damaged relationships will reduce financial support and resources provided.	Likelihood: Medium Impact: High	New relationships will be developed and nurtured with changing personnel to gain understanding of and support for Science North achievement. Proactive approach to establish and build relationships. Scheduled briefings for new and existing decision makers and presentation of historical successes and current plans to elicit support.	Medium	Yes	All Senior Staff	ongoing
The economic outlook	Great & Relevant Science, Financial Stability	General financial outlook suggests financial restraint for both individuals and corporations resulting in lower revenues for Science North in many business lines.	Likelihood: Medium Impact: High	Maintain a structure and systems to encourage awareness and responsiveness to key economic factors. Decentralized operations and numerous business lines to spread risk exposure to specific markets or demographics. Increased focus on new audiences and new emerging markets.	Medium	Partially	All Senior Staff	ongoing
Risk Category:	**Governance/Organizational - include risks related to the organizations structure, accountabilities, or responsibilities; risks that culture and management commitment do not support formal structures, include controllership/accounting risks; and issues raised by staff, partners, stakeholders.**							
Insufficient Science North Board of Trustees member composition and size.	Operational Excellence	Insufficent composition and number of Board members leads to inefficiencies in the organization's operations.	Likelihood: Low Impact: Medium	Science North is actively engaged in recruiting new board members to grow & diversify the makeup and size of the Board.	Low	Yes	Chair, CEO	ongoing
Risk Category:	**Legal/Compliance - include risk of litigation, risks from non-compliance to applicable laws, acts, and policies, and risks related to contract management**							
Increasing volume of directives, processes and reporting requirements from funders and stakeholders	Great & Relevant Science, Operational Excellence, Financial Stability	Managing the increasing volume of directives and requirements, to ensure compliance has staff resource, training and communication implications. Review and alignment of variety of policies, documents and best practices required to ensure alignment and standardization of practices.	Likelihood: High Impact: Low	Alignment of directives and regulatory restrictions with accountability roles and responsibilities.	Low	Yes	CEO, Snr Executive	ongoing

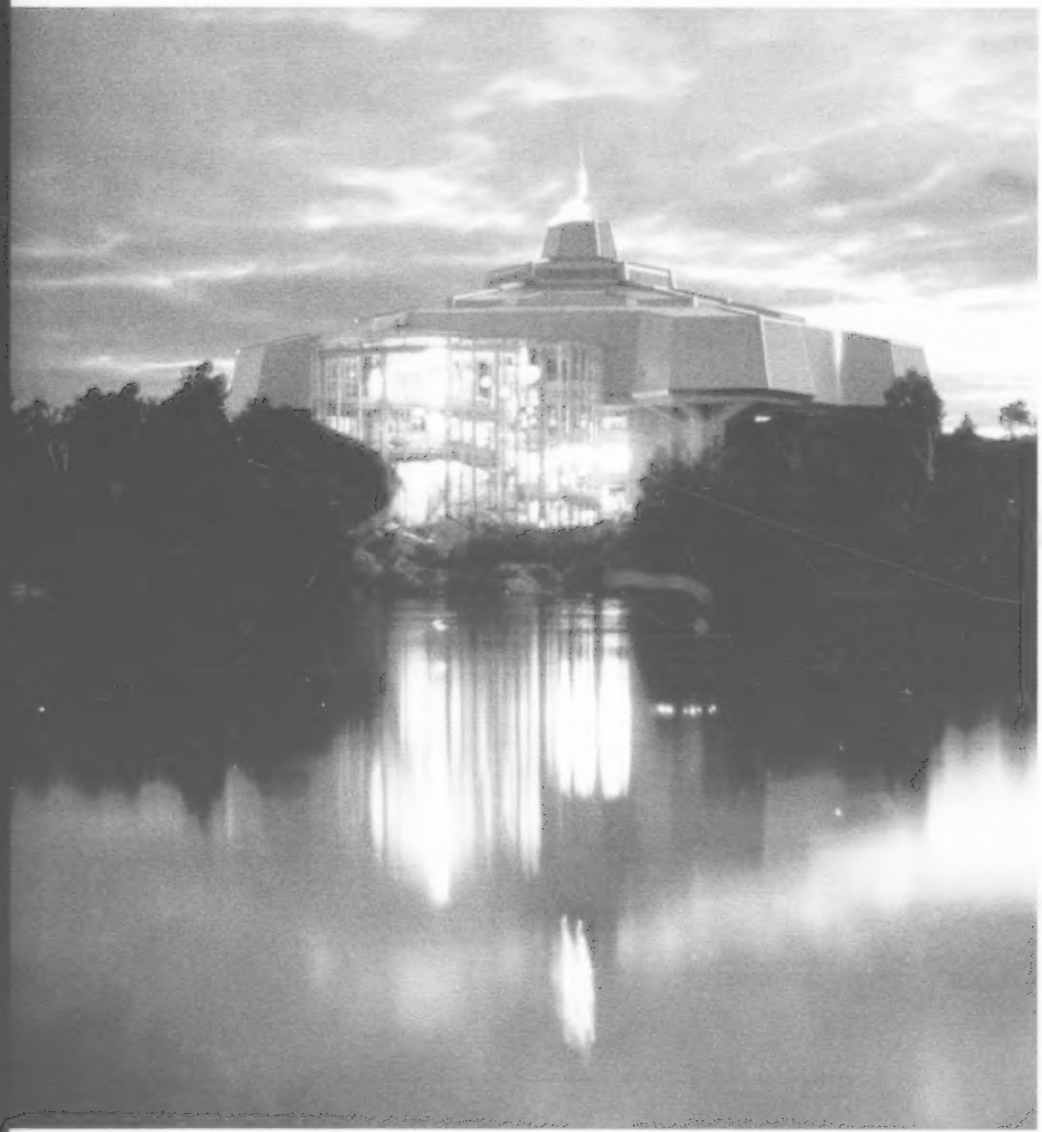
Risk Assessment Worksheet

Risk Enter brief description of risk.	Related Strategic Priority What strategic priority would risk affect? (if any, enter related objectives, goal or targets, etc)	Impact & Scope Description (Consequences) Identify impact if risk occurs; both financial and non-financial (operational, reputation, etc). Review data, statistics or historical information where possible. Quantify consequences in relation to cost, quality, time (include exact figures and dates).	Likelihood and Impact Likelihood: Low, Medium, or High Impact: Low, Medium or High	Mitigation Strategies (Action Plans) Mitigation strategies should not include 'asks' for increased provincial funding or resources. Please describe agency strategies to manage risk. Identify whether this strategy is already in place or when it will be implemented (with exact dates). Identify the expected residual risk remaining after strategy has been implemented. State current status of mitigation strategy.	Overall Risk Assessment Low, Medium, High	Risk/Mitigation Funded? Has the cost of risk mitigation or entire risk been included in budget allocations?	Risk Owner Position responsible for mitigation strategy and ensuring issue or risk is managed.	Target Dates for Mitigation Strategies
Risk Category:	**Operational/Service Delivery - Include risks that products or services will not be completed or delivered as expected; capital or other project delays; level of program efficiency, effectiveness, customer.**							
Reduction in tourism attendance	Financial Stability	Reduced attendance, reduced revenues. Smaller families, alternative entertainment and education activities, reductions in disposable income, continue to lower raw numbers of visitors to the centre's attractions during key periods (summer, March Break).	Likelihood: Medium Impact: High	Strong targeted marketing initiatives. Flexible business cost structure. Increased marketing to alternative markets at different times of the year. Increased partnerships with RTO 13 and Sudbury Tourism to increase awareness of Northern Ontario in general and Science North specifically.	Medium	Yes	COO, Snr Manager Marketing	2014 18
Demographic changes in Northern Ontario	Financial Stability	Documented aging of Northern Ontario results in fewer families and fewer school aged children overall. This means a reduced market pool from which to draw visitor in our major market.	Likelihood: High Impact: High	Increased marketing to other markets (teens, adults without children, older adults).	High	Yes	COO, Snr Manager Marketing	2014 18
Weak economy in other parts of Northern Ontario	Great& Relevant Science	Poor economy in Northern Ontario negatively affects the educational reach of Science North programs, when potential clients such as festival and fair organizers, schools and families cannot afford the cost of registrations in or travel to the outreach and camp programs in Northern towns.	Likelihood: Medium Impact: High	Develop partnerships in Northern towns that could help reduce delivery costs, securing sponsorship for Outreach programs, building endowments to fund participation by children of disadvantaged families, and careful selection of towns where camps are delivered to ensure a strong participation.	Medium	Yes	Director of Education and Northern Programs	2014 18
Continued economic downturn in the US and weak/volatile US dollar	Financial Stability	Science centres and museums in the US defer expansion projects and acquisition of new visitor experiences when their funding is at risk. Fewer external sales projects result in lower profits contributed to Science North's mandate.	Likelihood: High Impact: High	Continue to enter more aggressively into other international markets. Develop new strategies for South American market.	High	No	COO, Snr Manager International Sales	2014 18
Weak economy in certain industries throughout Northern Ontario, negative impact on philanthropy	Financial Stability	The cyclical nature of the natural resource based private sector limits the number of philanthropic dollars attributed through corporate responsibility funds. Without sponsors, donors, support, partnerships, philanthropy targets and results cannot be achieved.	Likelihood: High Impact: High	Diversification of philanthropic efforts to include private sector organizations that are not natural resource based, as well as individuals and foundations in Northern Ontario and elsewhere.	High	Yes	Director of Development	ongoing
Risk Category:	**Workforce - Include workforce compensation, labour relations and human resources risks; workforce data showing thigh turnover, imminent retirement, high illness rates, staff complaints**							
Nature of work and changing skill requirements	Operational Excellence	Inability of workforce to meet changing performance requirements resulting in suboptimal performance of organization on all strategic objectives both financial and non financial driven by our 5 year strategic plan.	Likelihood: High Impact: High	Formal learning strategy implemented and increase in professional development funding. More effective use of PD investment through knowledge sharing, staff exchanges, seizing opportunities, informal learning, and knowledge transfer.	High	Yes	Director of Organizational Development	ongoing
Availability and retention of necessary skills from local labour markets to sustain current and future business models	Operational Excellence	Availability of skills in local labour markets, are scarce and compounded by fierce competition for high skilled bilingual talent which is a core talent need. Impact includes risk to ability to fulfill on program quality to diverse local communities impacting the reputation of Science North.	Likelihood: High Impact: Medium	Talent management and planning including increased recruitment investments, increasing our volunteer program numbers and hours contributed as part of enhancing organizational skill and productivity capacity, workforce recognition to create higher retention, and leveraging feeder pools such as co-ops and placements to source high quality paid staff. A total rewards design and communications approach.	Medium	Yes	Director, Organizational Development	ongoing

Risk Assessment Worksheet

Risk Enter brief description of risk.	Related Strategic Priority What strategic priority would risk affect? (If any, enter related objectives, goal or targets, etc.)	Impact & Scope Description (Consequences) Identify impact if risk occurs; both financial and non-financial (operational, reputation, etc). Review data, statistics or historical information where possible. Quantify consequences in relation to cost, quality, time (include exact figures and dates).	Likelihood and Impact Likelihood: Low, Medium, or High Impact: Low, Medium or High	Mitigation Strategies (Action Plans) Mitigation strategies should include 'asks' for increased provincial funding or resources. Please describe agency strategies to manage risk. Identify whether this strategy is already in place or when it will be implemented (with exact dates). Identify the expected residual risk remaining after strategy has been implemented. State current status of mitigation strategy.	Overall Risk Assessment Low, Medium, High	Risk/Mitigation Funded? Has the cost of risk mitigation or entire risk been included in budget allocations?	Risk Owner Position responsible for mitigation strategy and ensuring issue or risk is managed.	Target Dates for Mitigation Strategies
Workforce retirement	Operational Excellence	As a nearly 30 year old organization with staff who joined close to the beginning of the organizations history, Science North is already experiencing the impacts of retirement of key talent and the challenge of continuity of operations. Extensive people risk analysis indicates that Science North will loose for example, over 25% of management and executive positions over the next five years to retirement, excluding other looses due to attrition for other reasons.	Likelihood: High Impact: High	As part of a succession planning strategy, investments in leadership development projects to accelerate high potential existing managers. Progressive accommodation approaches such as reduced workweeks for those close to retirement. Nurturing of mentoring and knowledge transfer. Preparation of multiple internal candidates to compete for senior manager and executive openings. Strong recruitment processes and use of external agencies to support external hiring as required.	High	Yes	Director, Organizational Development	ongoing
Risk Category:	**Information Technology & Infrastructure - include capital project delays, risks related to organizational assets, physical safety and security risks**							
Critical information and analysis is incomplete, dated, inaccurate, inaccessible or not suited to identify problems or opportunities	Operational Excellence	Collection, access, use, disclosure, retention and disposal of information assets may compromise data security, privacy, and confidentiality. Inefficiencies caused by the additional need for manual intervention, data validation, and sometimes duplicate and unnecessary data entry. Risk of data loss or theft is increased as critical data is stored on local drives.	Likelihood: Medium Impact: Medium	Development of an Information/Knowledge Management Strategy and reporting framework to establish standards. Implementation of systems required to support the standards may require additional resources, funding to be identified.	Medium	Yes	COO, Snr. Manager PMO, Snr. Manager Finance	2014-16
Lack of standardization and IT Strategy supporting multiple platforms	Operational Excellence	Challenging to support and manage multiple versions of hardware, software and operating systems in small environment.	Likelihood: Medium Impact: High	IT Strategy developed in 2012-13, is being implemented as funds are secured. Steering Team continues to oversee prioritization and implementation of new projects moving forward.	Medium	Partially	COO, Snr. Manager PMO, Snr. Manager Finance	2014-16
Short term and insufficient funding commitments for capital allocation.	Operational Excellence	Long term capital planning is difficult when funding sources are unreliable as to amount and timing. Capital projects are long term, by nature, and require a multi year approach to planning and implementation, otherwise poor decisions are made or work cannot be progressed in an efficient manner.	Likelihood: High Impact: Medium	Continue to work with MoTC to establish longer term planning horizons. Seek and secure new funding sources to leverage ministry's funding allowing for more capital renewal.	Medium	Yes	COO	2014-17 as identified in Capital Plan
Reduction in other sources of government funding for capital renewal	Great & Relevant Science, Operational Excellence, Financial Stability	Reduced exhibit change. Deterioration of capital infrastructure. Reduce attendance/revenue.	Likelihood: Low Impact: High	Deferral of capital work and exhibit renewal. Seek new sources of funding from non-traditional groups.	Medium	No	COO, Science Director	On going
Risk Category:	**All other Risks - Risks that do not fit in any of the above categories. Corporate Social Responsibility concerns - Environment, Climate Change, Energy Management , Health Promotion, Waste Reduction. Include risks relating to third parties such as service or goods providers.**							

Note: The Ontario Public Sector corporate risk categories do not include a separate 'Financial Risk' category. Every risk can have financial and or non-financial impact, as such, the financial impact should be assessed for every risk. If meeting financial budgets/commitments is of concern, risks causing these shortfalls should be identified.



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